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# AMERICAN LIBRARY ASSOCIATION

## WAR SERVICE COMMITTEE

*To the President and Members of the American Library Association:*

The Preliminary Committee. Soon after the entrance of the United States into the World War, American librarians became keenly concerned to know how they, their libraries and the professional association which represents them to the nation might best serve our country in the common cause. Sharing this belief that such a service was possible, President Walter L. Brown, in May, 1917, appointed a committee "to assemble the various suggestions that have been made and to bring them before the Association with some sense of proportion, possibly with recommendations as to which might be most practical and most helpful to the Government." This preliminary committee comprised: Herbert Putnam, chairman; A. E. Bostwick, R. R. Bowker, Gratia Countryman, M. S. Dudgeon, Alice S. Tyler, J. I. Wyer, Jr. Its report (Proc. Louisville Conference, pp. 315-25, and separately printed with the title *Our Libraries and the War*), presented June 22, 1917, was accepted and its following recommendations adopted.

The recommendations of your committee are these:

1. That a War Committee be appointed to continue the investigation of this subject in its various phases, and under general direction of the Executive Board, to represent the Association in the various relations which it involves.
2. That as such a committee should take benefit of the discussions of this conference, it be appointed immediately, by the present executive, instead of by the next incoming Board.

3. That for convenience and efficiency in the executive part of its duties its membership be limited to seven; but that it have

power to create a larger committee, advisory and auxiliary to itself, also sub-committees from within or without its membership.

4. That for its guidance and that of the incoming Board upon one important prospective activity, there be discussion by the association as to the participation of libraries and of the association in the supply of reading matter to the troops, and such an expression as shall enable the committee to speak authoritatively for the association in any appeal that it issues, or undertaking that it enters into.

5. As a basis for such a discussion and expression we recommend consideration of the following resolution:

(a) That the American Library Association welcomes the information reported as to the aims of various agencies in the supply of reading matter to the troops; and that it will gladly aid to develop and especially to coordinate the service proposed by them; assisting as an association and through libraries individually in the preparation of lists and in the collection, scrutiny and organization of material.

(b) That it assumes that the efforts of the several agencies may by conference be so differentiated as to avoid both confusing competition and unnecessary duplication. It assumes also that consistently with their organization and aims in other respects, they will especially welcome such a cooperation on the part of the Association as shall insure skilled service in the actual administration of the collections, without which, in the judgment of the association, full advantage cannot be taken of the opportunity.

6. If, in addition to various measures of cooperation with other agencies concerned in the supply of reading matter to the troops,

there shall appear to the A. L. A. War Committee a prospect of funds for the erection, equipment and maintenance, *under the auspices of the association*, of distinct library buildings with suitable collections and expert service in each of the sixteen main cantonments, the committee is especially authorized to represent the association in soliciting the necessary funds, material and service, in all measures of organization, and in the actual administration of the libraries themselves.

**The War Service Committee.** Pursuant to these recommendations President Brown at once named the War Service Committee with the following personnel: J. I. Wyer, Jr., chairman; E. H. Anderson, A. E. Bostwick, Gratia Countryman, M. S. Dudgeon, F. P. Hill, Alice S. Tyler.

This committee finds its initial status and authority in the six recommendations recited above. An ampler authority was later conferred by the Federal Government in a letter from the chairman of the Commission on Training Camp Activities and in certain resolutions enacted by the Executive Board of the A. L. A. on August 14, 1917. These documents follow:

#### WAR DEPARTMENT

##### Commission on Training Camp Activities

Appointed by the President of the United States,

RAYMOND B. FOSDICK, Chairman,  
 LEE F. HANMER,  
 THOMAS J. HOWELLS,  
 JOSEPH LEE,  
 MALCOLM L. MCBRIDE,  
 JOHN R. MOTT,  
 CHARLES P. NEILL,  
 Major P. E. PIERCE, U. S. A.

June 28, 1917.

DOCTOR HERBERT PUTNAM,

Congressional Library, Washington, D. C.

MY DEAR DR. PUTNAM:

At a meeting of the Commission on Training Camp Activities held this morning, it was unanimously voted to ask the American Library Association to assume responsibility for providing adequate library facilities in the thirty-two cantonments and National Guard training camps which are expected to open on or about September first. Because your organization can call to its service the

trained abilities of all the librarians of the United States, it seems natural to ask you to administer this problem for the Government. We approach you with more assurance of your attitude perhaps, than we would otherwise be justified in feeling, because of your evident willingness to undertake this task, as expressed in the resolutions adopted by your organization in Louisville last week.

Briefly, we have in mind the erection in each camp of a suitably equipped central library which will be under your management and direction. The funds for the erection and equipment of these buildings will have to be provided from private sources, and I trust that your organization will be successful in obtaining ample financial support. The Y. M. C. A. buildings located in the camps will be glad to act as your distributing agencies if, on account of the size of the camp, it becomes necessary to decentralize your circulation plant. The Commission will undertake the responsibility of seeing that these buildings are heated and lighted, and will find funds, if necessary, to provide for the transportation of books and magazines. It is possible, too, that we may be able to provide for the traveling and living expenses of such of your associates as may be detailed to work in the camps; however, this is a question which will have to be further considered.

The activity of your organization along this line will receive the full support and co-operation of this Commission, and I am authorized to express our sincere appreciation of your willingness to undertake this very important task.

Very sincerely yours,

(Signed) RAYMOND B. FOSDICK,  
 Chairman.

#### AMERICAN LIBRARY ASSOCIATION

A meeting of the Executive Board of the American Library Association was held at the Public Library, Washington, D. C., August 14, 1917.

Present: President Montgomery (presiding), Misses Rathbone and Doren, and Mr. Dudgeon and Miss Eastman, through proxy held by Mr. C. H. Milam.

Dr. Frank P. Hill, chairman of the War Finance Committee, appeared before the Board and called attention to the limitations of power given to the War Service Committee in the resolutions adopted by the Association at Louisville, June 22, 1917.

The following resolutions were unanimously adopted:

(1) *Resolved*, That the War Service Committee appointed at the Louisville Confer-

ence be authorized to proceed with the work of providing books for soldiers and sailors at all camps in this country and abroad, and to engage in such other activities as are manifestly related to Library War Service.

(2) *Resolved*, That the War Service Committee be authorized, through its War Finance Committee, to solicit funds in the name of the American Library Association for the purpose stated in resolution No. 1.

(3) *Resolved*, That the general War Service Committee, through its War Finance Committee, be authorized to use such funds for books, salaries and such other expenses as may be necessary to carry on its work.

(4) *Resolved*, (a) That the general War Service Committee be authorized to disburse money through the War Finance Committee on the approval of the chairman of the War Finance Committee and of one other member of the Camp Libraries Committee.

(b) That all bills incurred by the General Committee or by any sub-committee must bear the signatures of the Chairman of the War Finance Committee and one other member of the Camp Libraries Committee before payment, and no bill shall be paid without such signatures.

(c) That the Campaign Fund, which shall be kept separate from the War Service Fund, shall be expended under the authorization of the War Finance Committee.

(5) *Resolved*, That the American Security and Trust Company of Washington, D. C., be appointed as depository of the War Service Fund, and the People's Trust Company of Brooklyn, New York, be appointed as depository of the Campaign Fund, and that the American Security and Trust Company be appointed as treasurer of the War Service Fund to draw checks.

(6) *Resolved*, That the said American Security and Trust Company be authorized to disburse money in payment of vouchers only when bearing the approval of the chairman of the War Finance Committee and one other member of the Camp Libraries Committee.

Attest:

GEORGE B. UTLEY,  
Secretary.

**Changes in Committee Personnel.** Miss Tyler was unable to serve and Electra C. Doren was at once named in her stead by President Brown. Later in the year Mr. Bostwick and Mr. Dudgeon resigned, the former because of inability to attend meetings and absence on the Pacific coast for a considerable part of the winter, and the latter, when in October, 1917, he became more

closely associated with the executive work of the committee as Manager of Camp Libraries. President Montgomery named for these vacancies W. H. Brett and Charles Belden. On August 28, 1917, the committee designated George B. Utley, Secretary of the A. L. A., as its Executive Secretary.

**Meetings.** The committee organized on the day of its appointment. It has held thirteen meetings during the year, four in Louisville, three in Washington, five in New York City and one at Camp Sherman, Chillicothe, Ohio. The minutes of these meetings appear as Appendix A to this report. There have been present by invitation at many of these meetings President Montgomery and Messrs. Bowker and Putnam, members of the preliminary committee, the latter for most of the year General Director of the Committee's Library Service in the Camps.

**Sub-committees.** The following sub-committees were early formed. Their titles fairly represent the nature and scope of the work as originally conceived. Notes defining the work of the committee have been added in some cases.

Finance.	Mr. HILL, chairman.
Publicity.	Mr. BOSTWICK, chairman.
Camp Libraries.	Mr. ANDERSON, chairman. (later Mr. DUDGEON.)
State Agencies.	Mr. DUDGEON, chairman.
Local Agencies.	Miss COUNTRYMAN, chairman.

The last two committees will assemble information as to all war work done by American libraries, whether under State, municipal or other auspices, with the object of correlating all agencies most effectively and preventing competition and duplication.

They will also organize through State and local library agencies, the collection and sorting of books and periodicals and will arrange for the assignment and shipment of such material to the points where it shall be most needed.

Food Information, CLARIBEL R. BARNETT, chairman.

This Committee is to make available to all libraries such publications of the Federal Government and the several States as shall be of use in the present campaign for food conservation and preservation. It is expected that each library will act as a distributing center for such publications in its community and will work actively with gov-

ernmental agencies for demonstration and instruction.

**Library War Manual**, G. F. BOWERMAN, chairman.

The Library War Manual will make available to libraries from time to time all opportunities for individual or institutional service. So far as possible, detailed directions for work, descriptions as to its conduct at other libraries, with names and addresses of cooperating agencies will be given.

**Federal Publications**, H. H. B. MEYER, chairman.

This committee will use every effort to inform libraries as to useful publications (other than agricultural) of the Federal Government and will endeavor to secure their free distribution to libraries in quantities sufficient to supply all needs.

**Transportation**, R. H. JOHNSTON, chairman.

To procure the best possible railroad rates on library material destined for army and naval camps and to arrange the best routing for books sent to the cantonments and National Guard camps.

**Selection of Books**, BENJAMIN ADAMS, chairman.

This committee compiled and printed a list of 5,000 titles of fiction and non-fiction to be used as a basis for the choice of books for camp libraries.

**Library War Week**, CARL H. MILAM, chairman.

To emphasize by a national publicity campaign among libraries, but more especially with the general public, the opportunities and channels for war service by libraries. This committee distributed two bulletins which did much to waken interest in Library War Week and in the first book campaign. Every one of its five members has been actively connected with Washington Headquarters since the work was centralized there in October.

When Herbert Putnam became General Director in October, 1917, and Camp Library service in all its phases was consolidated at the Library of Congress all of the above sub-committees were discharged except those on Food Information and Finance. The latter went out of existence when the financial campaign was ended and its accounts audited and transferred to the Treasurer of the

A. L. A. in January, 1918, but was revived under the same chairman June 8, 1918.

**Visits to Camps by the Committee.** The following list of visits, made chiefly to the larger camps, by members of the War Service Committee will serve to show their active participation in its major work. All but four of the thirty-seven camps having separate buildings have been visited by a member of the committee and these four by the General Director.

The Chairman spent the month of March in a round of visits made by authority of the committee and at the invitation of the General Director, while Mr. Hill's trip of equal length was made at the request of the Chairman. In both journeys individual reports on each camp visited were sent to Washington and a comprehensive general report was submitted to the committee and the General Director.

The resulting first-hand knowledge of camp conditions is deemed of the utmost importance and has proved of the highest value to every member.

Mr. Anderson — Devens, Sherman, Upton.

Mr. Belden — Devens.

Mr. Brett — Custer, Devens, Grant, New-port News, Sherman, Taylor.

Miss Countryman — Grant, Snelling.

Miss Doren — Devens, Sherman, Upton, Wilbur Wright.

Mr. Dudgeon — Custer, Devens, Dodge, Funston, Grant, Great Lakes, Meade, Sherman, Taylor, Upton.

Mr. Hill — Devens, Gordon, Greene, Hancock, Jackson, Johnston, McClellan, Merritt, Mills, Sevier, Shelby, Sheridan, Sherman, Wheeler.

Mr. Wyer — Beauregard, Bowie, Devens, Dix, Ellington Field, Ethan Allen, Funston, Gordon, Great Lakes, Lee, Logan, McArthur, Meade, Oglethorpe, Pike, Plattsburgh, Sevier, Sherman, Travis, Upton, Wadsworth.

Mr. Putnam — Cody, Devens, Dix, Fremont, Gordon, Great Lakes, Greene, Hancock, Jackson, Johnston, Kearny, Kelly Field, Lee, Lewis, Meade, Merritt, Mills, Oglethorpe, Pike, Sheridan, Sherman, Travis, Upton, Wheeler.

**Early Work.** The acceptance of the invitation from the Commission on Training Camp Activities not only placed the War Service Committee in direct official relation to the Government through the War Department but it at once gave substance and definiteness to the major item on the program presented by the Preliminary Committee.

There is a very considerable program of War Service possible for every library in the country, a program surprising and impressive in its variety and extent. Certain items of this program were touched upon in the report of the Preliminary Committee. They have been most admirably stated with more particularity in *New York Libraries* for May, 1918. Among them all, however, the outstanding item, arresting, picturesque, tangible, readily visualized, is direct service of reading matter to the troops.

This service it was which Mr. Fosdick's letter made official, specific, insistent. Two things were at once apparent that *money* (and a great deal of money when measured by A. L. A. resources and experience) was the *sine qua non* and that *speed* was almost as important. It was July. The sixteen great camps, a number almost at once doubled and now more than forty, were to open in September. Application to the great philanthropic foundations brought an encouraging hearing and good advice but no immediate funds. No popular appeal could succeed in midsummer. There remained but to plan and carry out a nation-wide appeal for funds at the earliest possible date, and in the meantime to do as much as might be, through the libraries of the country, through volunteer personal help and with the scanty thousands in cash that were available from our own membership (a veritable salvation this Dollar-a-month fund — worth in timeliness manyfold its face value in dollars) to further book service in the camps through other welfare agencies which should be earlier on the grounds.

The "Million-dollar drive" under the Subcommittee on Finance is now successful and inspiring history. All librarians know some-

thing of it, and many librarians had a part in its success. The official narrative of it appears in a separate pamphlet (in effect a part of the present report and like it presented in print to the Saratoga Conference) and will not be repeated here.

And so, working through sub-committees, with almost no money, but with large faith and a lively hope, much was accomplished in July, August and September, in

(a) Perfecting plans for library buildings and equipment.

(b) Conference and correspondence with publishers resulting in an understanding as to discounts.

(c) The preparation and printing of a selected list of titles for camp libraries.

(d) Organizing the first book campaign which resulted in the collection and shipment to camps of many thousand books often far ahead of the arrival of the librarian or any A. L. A. representative. These books were usually turned over to the Y. M. C. A., which in many instances was unaware that any other organization was responsible for their collection and shipment. These early shipments were often the only books available in "Y" huts for many weeks.

(e) The establishing of collection and sorting stations in a dozen or more populous centers, notably in Chicago and New York.

(f) Inauguration of a personnel roster.

(g) Sending a few volunteer librarians to camps, who were housed in Y. M. C. A. buildings or other quarters until library buildings were erected.

Much of this early work, especially the collection of books, was of necessity suspended during September when the thought and energies of all librarians were given to the money campaign. All in all the later work owes much to the zeal and efforts of sub-committees (especially those on State and local agencies, Library War Manual, Transportation, and Selection of Books) and individuals who carried the work in those lean and strenuous days of unorganized beginnings.

By October 1, with funds in hand, it became possible to combine all parts of the work in a single office, under a skilled executive, with a paid office staff, and to proceed with the multitude of projects which could not be advanced without money and a single policy. Of the nine months since that

date the General Director will speak in a statement which is found on pages 13-28. In the committee's minutes for its meetings of October 3 and 18 occur the actions and conditions which effected the transfer of the necessary funds and authority to Mr. Putnam.

**Other Work.** Two or three lines of work which have seemed to some or all of the committee to be of distinct promise and importance have either been dropped or supported with less zeal and money than would have been the case had the committee felt free to use its funds for anything except "Books for Soldiers."

#### *Library War Service Week*

A vigorous and resourceful sub-committee, adopted at Louisville, desired to impress upon the libraries and people of the country in a spectacular and intensive Library War Service Week, the many opportunities which present conditions offer to American libraries for social and patriotic service. The project was a tempting one, but it seemed wise and necessary to limit the money campaign of September, 1917, to the one object, and this left the War Service Committee without the funds needed for such a publicity campaign. The two book campaigns (especially the second) and the money drive have undoubtedly achieved for libraries very much of the publicity sought in Library War Service Week, and the committee notes with pleasure that every member of the sub-committee has enlisted for service at Headquarters and has there found abundant outlet for his ardor and ideas.

#### *Libraries and the Food Campaign*

The aim of the Food Information Sub-committee has been (1) to help stimulate interest in the National Food Campaign; (2) to aid libraries in selecting and obtaining authoritative publications bearing upon the production, conservation and preparation of food, especially the publications of State and Government agencies; (3) to help in bringing about greater co-operation between public libraries and the National and State organizations engaged in agricultural extension and the National food campaign.

The committee sent out a special appeal last August to all libraries, with suggestions as to ways of cooperating in the work. It has prepared selected lists of books and pamphlets on various phases of agricultural production and conservation and preparation of food which, in accordance with a cooperative arrangement with the Library Section of the Food Administration, have been either printed in "Food News Notes" or distributed in multigraphed form by the Food Administration. The committee has also endeavored to interest Government and State agencies in increasing the distribution of their publications on these subjects to public libraries. At the suggestion of the committee, the Department of Agriculture is now publishing a series of Library Leaflets designed especially for distribution through libraries and calling attention to Department and other publications on subjects of special interest in the present food emergency.

The Committee is as follows: Chairman, Claribel R. Barnett, U. S. Department of Agriculture; George A. Deveneau, College of Agriculture, University of Illinois, Urbana; Cornelia Marvin, State Library, Salem, Oregon; Joseph L. Wheeler, Public Library, Youngstown, O.

In this field, too, indubitably alluring and useful, the War Service Committee found itself without available funds beyond the few hundred dollars collected from the dollar-a-month subscriptions.

The next appeal for funds (see Appendix A, minutes of meeting on June 8, 1918) must be broad enough to embrace useful War Library work of any sort.

#### *Reconstruction*

Reconstruction work for crippled and disabled soldiers is already taking form in our own country as well as in Canada and in the European countries. In this great humanitarian impulse and in the solution of a paramount social and economic problem definite opportunity is offered for library service:

First, in supporting the efforts of organized agencies and workers in occupational therapy and vocational rehabilitation by supplying to them books and special librarians.

Second, by offering suitable library training and the opportunity in our libraries for the disabled soldier to carry on such lines of clerical and technical library work as his education and his ability permit.

A special study of this field and its possibilities should be begun at once. Such surveys and experiments as the Red Cross Institute is now conducting for industrial cripples are in a high degree suggestive of the character of the study which should be undertaken in our own profession. Provision for investigation and initial experiment, doubtless at this stage, falls within the scope of Library War Service. The full cooperation of all library trustees, librarians and the American Association of Library Schools must enter into the successful prosecution of such a reconstruction project.

**Audit.** Acting at the request of and under instructions from the A. L. A. Finance Committee, Marwick, Mitchell, Peat & Co. chartered accountants, made an audit of the receipts and disbursements of the Library War Fund from its inception to May 31, 1918. Their report, dated June 11, 1918 (a copy of which has been filed with the chairman of the War Service Committee), finds in the minutes of the meetings full and regular authority for all grants made and all fiscal acts done. It also reports properly signed vouchers and canceled checks in support of all payments and balances and assets as shown in the financial statement appearing as Appendix B to the present report.

**Acknowledgments.** It is impossible to cite all individuals or institutions to which the War Service Committee and its work rest under heavy debt. There are some names, however, which suggest such service as amply to warrant an expression of particular gratitude. The first such is Herbert Putnam. It is neither invidious, nor can it be news to any having more than a casual knowledge of our work, that the Committee's chief obligation is to the Librarian of Congress, who not only promptly made available the personnel and facilities of the National Library for this National service but who has given unspareingly of his own time, his strength and

his splendid talents to its organization and conduct. The work today is more his than ours and its success adds another item to the long list of benefits for which American libraries have to thank the Library, and the Librarian, of Congress.

The Committee's thanks are due to Edward L. Tilton for indispensable professional services in the planning and locating of camp library buildings, to those fourteen libraries and seven individuals (notably to the Rockefeller Foundation) a veritable honor-roll, who lent \$45,000 to make possible its campaign for funds, to the anonymous donor of \$10,000 for a building at the Great Lakes Naval Training Station, to John Foster Carr for signal service in the New York City book campaign, to the Carnegie Corporation, and especially to its secretary and treasurer, for quick interest in our plans and for a substantial grant in aid of their furtherance, to the trustees, librarian and staff of the New York Public Library and the Public Library of the District of Columbia for notable hospitality and help, to the Y. M. C. A. and many of its major and minor officials for courtesies and cooperation especially during the poor and early days of our work, to the Special Libraries Association and its late president for hard work and cordial offer of cooperation, and to the library commissions of the country for leadership and responsibility in local organization and effort.

Having acknowledged (but assuredly without canceling) these outstanding and major obligations to a few, there must follow instantly a not less fervent and hearty acknowledgment to the many. Neither individually nor collectively have the seven members of the War Service Committee any undue pride of achievement. It is certain that the General Director has not. It is neither General Director, Committee nor indeed the American Library Association, whose creation the Committee is, that has brought this work to such measure of success as it may have reached. If to the membership roll of the Association there should today suddenly be added the names of those libraries and librarians (never before members) who have

helped in Library War Service, its length would be more than doubled. It is the libraries and librarians of this country who are doing this work. Not one too small, remote or feeble to have part in it if the spirit is willing. But for the zeal and hard work of thousands of libraries (hundreds of them heretofore undiscovered even by the A. L. A.) who found a million and three-quarters in money and four millions of books, who have made libraries centers for all sorts of local war work, who have aided Liberty Loan, Food Administration, and Red Cross, but for

these thousands our war service never could have started nor could it continue for a single week. To them, and as the poorest of their compensations, this Committee extends its thanks.

Respectfully submitted,

J. I. WYER, JR., Chairman.  
EDWIN H. ANDERSON.  
CHARLES BELDEN.  
WILLIAM H. BRETT.  
GRATIA COUNTRYMAN.  
ELECTRA C. DOBEN.  
FRANK P. HILL.

## A. L. A. WAR SERVICE

### Statement by General Director as to Operations October 4, 1917—June 30, 1918

The initial organization of our War Service and the administration of it until October 4, 1917, are covered by the report of the War Service Committee; the campaign of last autumn, which provided the financial resources, by the report of the Chairman of the War Finance Committee. My own report would naturally comprehend the actual operations since I took charge of them as General Director. Their progress has, however, been communicated to you so fully in the various bulletins which have been issued from Headquarters, beginning with Bulletin 4 of January last, that it would be unwarrantable to review them in detail now. What especially concerns you now is (A) the existing status and (B) the prospective problem: especially, as involved in this, the imperfections still to be remedied, as well as the amplifications of the service necessary to meet the ever enlarging opportunity.

A. The existing status is exhibited in Bulletin 7 distributed at the Conference. It is reported in this independent form as more convenient for other uses. It includes

1. A summary of the existing physical establishment — the "plant."
2. A summary of the existing resources in books — including those available as well as those actually in service.
3. The present organization and personnel.
4. A complete list of participants in the formal organized service from the beginning.
5. A financial statement, complete to June 1, 1918, at which date the accounts of the disbursing officer were audited, supplemented by a memorandum of (estimated) receipts and expenditures for the month of June.

#### THE PHYSICAL ESTABLISHMENT

Includes, as will be seen, 36 standard library buildings in as many of the major camps, with one other (at Camp Mills) in process.

It includes also a similar building at Newport News which serves a group of neighboring camps, but also as an Overseas Dispatch Office.

It includes also certain smaller structures of special type for special local uses, of which others also are in process—in some cases portable buildings, costing from \$1,000 to \$3,000 each.

But it includes also certain buildings not owned by us but placed at our disposal—as The House that Jack Built, at Newport, R. I., and the Chapel of the Base Hospital at Camp Devens. And space assigned to our collection and service in Camp Merritt, N. J., Camp Humphries, Va., and in hundreds of Hospital, Red Cross, Y. M. C. A., and other welfare buildings.

It includes space so assigned for our Dispatch Work in the basements of the New York Public Library and of the Widener Library at Harvard; and a loft lent to us for Dispatch Work at 31 West 15th Street, New York City. Our Dispatch Offices at Hoboken and Brooklyn are in rented quarters which cost moderately.

And the General Headquarters has throughout been provided by the Library of Congress.

A complete census of our physical establishment would, however, justly include the space assigned to the receipt, preparation and dispatch of gift material in thousands of local libraries which from the outset have

dedicated such to our service. As justly also, the list of the participants in our service should include the names of those librarians and the members of their staffs who have heartily and zealously assisted them.

**The Camp Buildings: Dimension.** The architect's plans provided for a building 120 feet in length but with the alternatives of reducing this to 93 feet by the omission of two of the bays or to 67 feet by the omission of four of them. These alternatives took account of the stipulation in the Carnegie Grant that no individual building with its equipment should cost over \$10,000. Estimates secured independently by the architect and the Office of Cantonment Construction indicated \$6,700 as a probable cost of the 120 foot building. The contracts for the 16 Cantonments, which alone the Committee decided on at the outset, were all therefore placed for buildings of the full length. But conditions soon developed that raised doubts as to the estimates: certain contractors demanded a higher commission than the 6 per cent. specified; others required authority to purchase materials locally instead of from the mills; and in numerous camps wages had advanced exorbitantly. These circumstances, coupled with freight congestion and weather conditions that enforced much idleness of labor while carried on the rolls, caused us serious uneasiness lest we exceed the limit with which it was our first duty to comply. A revised estimate was sought. It raised the probable cost of the building alone to nearly \$9,000.

The only prudent course at the time legally open was to cut down the length as the plans had provided, wherever the state of construction permitted this course to be taken. It did so in the case of only four of the Cantonment buildings—Custer, Devens, Lee and Jackson. But it could be, and was, taken in the case of all the National Guard Camps, as the buildings for these had been postponed in the doubt of their even relative permanence. Of the four thus reduced, Devens has since been reimbursed by an extension which provides the equivalent of the two omitted bays in a much more effective form.

At one camp—Lewis—there has even been such an extension to the 120 foot building. It was possible there within the \$10,000 limit. At Camp Lee, on the other hand, the 93 foot building alone cost to the limit. So variant have been the conditions of construction—a variance, it may be noted, experienced by the Government itself in its own operations.

In the south generally, however, the 93 foot buildings have come well within the limit, so that the aggregate saving upon them will suffice to cover at least the additional buildings at Johnston, Chickamauga and Kelly Field, if, as has been assumed, the Carnegie Corporation interposes no objection to the application of it to these.

These three camps, with Camp Mills, just revived, and Charleston fast enlarging in importance, are but illustrative of major needs that have developed since the original project was framed and submitted. But besides them there are pressed upon our attention smaller posts which can make out a good case for some sort of a building—if not for reading uses, at least as a headquarters and distributing center. Jefferson Barracks is such a one, Mare Island another. There will be numerous others—posts where the service we would render cannot adequately be provided through the Y. M. C. A. or other welfare agencies or the Army or Navy Chaplains. Portable buildings in varying sizes costing from \$1,000 to \$3,000—or even \$4,000—may reasonably answer. They can be provided only from the General Fund; and provision for them, and for the service incidental to them, will be one of the needs to be emphasized in connection with the next Financial Campaign.

That, and the prospective needs overseas, which will only temporarily be cared for by the quarters just now lent to us.

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**Camp Buildings: Equipment.** The Cantonment buildings (except Lewis) have shelving tables and desks supplied by the Library Bureau and Windsor Chairs supplied by the Wakefield Company. The other buildings (except Sheridan, to which the equipment for

Lewis was diverted, and Great Lakes, which received the Library Bureau equipment) have shelving and delivery desks constructed by the contractor, and tables and common side chairs secured from local concerns. The reason for the distinction was not mere economy; it was the inevitable delay for manufacture, and of long distance shipment during the freight congestion. Some of the cheaper stock secured in the South—tables and chairs—has behaved ill. But this is true also of some of the substantial and well-seasoned stock supplied by the Library Bureau—some of the tables especially being cracked and warped—doubtless from exposure during transit. As far as appearance is concerned there is no equipment more attractive and fitting either to the building itself or to the nature of a military camp than that at Lewis—all of which was secured locally and cheaply.

Precise uniformity in either buildings or equipment has not been sought. On the contrary, variances have been encouraged where apparently essential to convenience or efficiency. Two of the buildings—Kearny and Logan—have porches; eight have open fireplaces. In the minor equipment of an administrative sort we have discouraged any beyond the minimum necessary to the purpose; emphasizing that neither the elegance nor the scientific completeness of technical apparatus customary in a permanent municipal library was warrantable in a military training camp whose permanence was doubtful.

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**Camp Buildings: Accommodations.** Those required are

1. *Living quarters for the staff.* These suffice and are appropriate in all the buildings.

2. *Shelving for the resident collection.* This also suffices even in the 93-foot buildings: suffices, that is to say, for the number of volumes (10,000 to 15,000) that should be on the shelves at any one time.

3. *Unpacking, storage and workroom.* Except as the latter is provided by the segregat-

tion of an alcove, is generally inadequate even in the 120-foot buildings. A small rear ("lean-to") addition such as has already been made at Gordon and Kearny, may have to be provided generally—except where, as is the case in some camps, space for unpacking and storage is provided in the garage.

4. *Accommodations for Readers.* In certain camps even the 93-foot building suffices at all times. In some camps not even the 120-foot building suffices at the times of heaviest use (Saturdays and Sundays). The fact that it does not is not in itself a warrant for extending the building—any more than it would be in the case of a municipal library. It was certainly better at the start to have a greater number of buildings fairly adequate than to have fewer adequate in all respects at every moment. Apart from the Carnegie Grant every extension of our "plant" means just so much less available for books and service. The field to be covered is a vast one, enlarging daily. The prime duty is to see that no point is neglected. That assured, whatever margin of resource remains can be applied to further amplification and improvement at particular points.

**Dispatch Offices.** The first—called an Assembling Station—was that in the New York Public Library in space provided by the authorities there. For several months it was in charge of Mr. Hodgson, lent by the New York State Library. From December until recently it was conducted by Mr. Vail of the New York Public Library, who had assisted Mr. Hodgson. Neither the space, nor any practicable organization there, proved adequate to the needs, especially of the handling of the purchased books; and it is only since April, when through the efforts of Mr. E. H. Anderson, an entire floor of a business block at 31 West 15th Street was placed at our disposal—rent free—that we have been able to place this essential business upon an efficient basis. With Mr. Bailey, of Gary, in charge, an appropriate staff, and a considerable stock of purchased books actually on hand to meet requisitions, it seems likely to ensure a prompt and adequate service.

## BOOKS

Prior to October, 1917, the books sent into the camps had been solely gift books, of which several hundred thousand had been secured.

The basis of a purchase list had been prepared in a compilation of titles selected by a Committee of New York librarians. It comprised about 5,000 titles, of which over one-half were fiction, and some were juvenile.

The prospect that not merely fiction but the recreative literature generally, and many of the standards, would be supplied by gift — the uncertainty also (for proof was yet to be had) as to the interest of the men in any but recreative literature, induced caution in our first actual purchases. Instead of 5,000 titles, our first purchase comprised but 500 titles, and these largely reference or technical works. The theory of this selection was promptly sustained by reports from the camps. It was succeeded by a list of 300, and that by one of 200 titles. The three lists, with some subsequent miscellaneous purchases, and selections for special uses (Aviation Camps, Quartermasters' Camps, etc.), were grouped into a Classed List, issued in mimeograph form last February, which represents fairly our general policy and range of purchase.

Under the procedure already arranged orders were placed directly with the publishers. This was a condition of the large discount (generally 50 per cent) accorded. The books were to be invoiced direct to the Camps, with duplicates of the invoice to Washington and to Mr. Brown at the Brooklyn Library, who placed the orders for us. The shipments were to be by Quartermaster's freight.

The system, thoughtfully designed, was frustrated by the conditions encountered: the publishers were busy with the Christmas trade (for which they supply in the autumn months) and, with staffs depleted, found difficulty even in packing the material, and more in preparing the multiple invoices required for the 32 camps and the two other points; the Quartermaster was pressed with Government material; and the freight con-

gestion — especially critical in October and November — delayed long the transit of the books actually shipped. Payment had to await the receipt of the shipment at the Camp and the checking of the invoice by the Camp Librarian. In all but the near-by Camps it was delayed for weeks, and in the more remote it was in many cases delayed for months.

The conversion of the Assembling Station at the New York Public Library into a Dispatch Office substituted a system under which the books purchased were delivered to it and the invoices cleared there. This left still the problem of shipment, which with the congestion in freight still continuing, could be met only by the use of express and parcel post, to both of which we have had recourse, in spite of the added expense.

The number of volumes purchased to June 10th has reached a total of 411,505.

In addition some thousands of volumes have been bought in England and France for direct delivery to the service there.

A problem in purchase — that is, of dealing with a demand that could be met only by quantity purchases — is of text books. Every Camp is not merely a place for drill, it is also a place for study. And the study includes numerous subjects outside of military technique — subjects which are part of the curriculum of a grammar or high school or the first two years at least of college, and, for some branches of the service, numerous others also. At Camp Johnston, a Camp for Quartermasters, no less than a thousand in all. These, under governmental requirement. In addition, the Y. M. C. A. has at every large Camp undertaken instruction in English, French and elementary mathematics.

Neither the Government nor the Y. M. C. A. furnishes — or furnishes adequately — the text books required. And the appeal to us has been repeated that we furnish them from our Fund. What this would mean in outlay may be guessed from a request from one point — New London — which is merely a minor point; it was for 50 Trigonometries, 70 Algebras and 50 Geometries.

Shall our Fund respond to an appeal of this sort? It is hard to deny it categorically. Yet any adequate response would have depleted our Fund below the margin of safety until another Campaign shall have replenished it.

Thus far we have had to content ourselves with a moderate supply of copies—ten to twenty—associated with our main collection, with the provision that at least one or two of these should be reserved for reference use.

A further problem upon which also a definite line is difficult to draw is as to the supply from our Fund of books desired by the Y. M. C. A. as permanent apparatus of its huts. At the outset the Committee supplied twenty-one such books specifically requested, at a cost to the Fund of about \$5,000. Others—especially further manuals of reference—might well be supplied; and, with ampler resources, should be. It ought not to be necessary for a soldier to walk several miles to ascertain a fact in an atlas or encyclopedia.

**Book Campaign.** By the Spring, with our buildings, and the overseas service in operation, a much larger number of gift books also was needed than was supplied by the ordinary solicitation and collection pursued during the winter. And in April an intensive campaign was undertaken to secure them. Under provision by the War Service Committee it was conducted by Headquarters, an appropriation of \$25,000 being made to cover the expense—chiefly of printing and publicity. As you are aware it resulted in the immediate collection of over 3,000,000 volumes; the major percentage of them available material.

The selection among them, of what is really appropriate and useful, requires a discrimination which cannot always be ensured by definitions furnished. And it seems probable that at certain centers of collection there will have to be provided assembling and storage spaces where the work of selection and dispatch may be conducted by regular attachés of the Service under particular specifications from Headquarters as to the particular needs of the Camp to be served; needs which become specialized as the collection grows.

The number of books on hand in the 41 main Camps as reported June 1, 1918, was 1,051,693.

The total number actually dispatched to all points except overseas on June 15th had reached 2,100,000.

The collections in the main Camps vary both in size and efficiency; and the effort to readjust them must be a continuing one; especially as the readjustment must take account of changes in the nature of the Camp itself—*i.e.*, of the type of training which it provides.

**Books for Overseas Service.** Involving as it does shipment by transports with sailings irregular and unannounced, this could be provided for only by the establishment at the Ports of Embarkation, of Dispatch Offices with an ample supply of books and facilities for sorting, casing and delivery. The first such, under Mr. Asa Don Dickinson, was opened at Hoboken last January. Its early shipments were informal—sometimes consisting of cases shipped in to cargo space available at the last moment. Later it was able to add definitely authorized cargo shipments to the amount of 30 cargo tons a month; and also "Deck Collections" in the custody of the Y. M. C. A. Transport Secretary to be used on the voyage and recased at the Port of Debarkation for service in France. The second main Dispatch Office at Newport News was initiated in March. It parallels the practice at Hoboken, with a definite allotment of 20 tons of cargo space per month.

Other Dispatch Offices reported necessary have been provided for at New York, Brooklyn, Boston and Philadelphia; and still others may have to be.

Including certain deliveries of thus far about 20,000 volumes to the Red Cross for its service abroad, the total of our shipments for overseas service has now reached about 350,000 volumes. This is exclusive of the thousands handed either to units departing from the Camps or to the men individually.

#### MAGAZINES

An ample supply of current magazines for our own buildings as well as for those of the

Y. M. C. A. and other agencies was apparently assured by the masses received and forwarded by the Postal authorities under the one cent mailing privilege. The supply proved defective in these particulars: (1) The distribution was uneven, certain Camps receiving a surplusage, others none at all; (2) the deliveries, while sufficiently prompt for the interest of the magazines as literature, were not always prompt enough to meet the call for them as information; and (3) certain magazines, particularly the scientific and technical, urgently desired by the officers and men failed to be represented in the gifts.

The distribution has been from time to time readjusted upon reports by us to the Postal authorities; prompter delivery and, incidentally a more efficient one, was sought by our assumption at each Camp of the labor of receiving, sorting and distributing the incoming sacks of material; and subscriptions were placed by us for a selected list of magazines which would assure for our own buildings at least one reference copy of those conveying the latest summary of events, the information — including that on military and technical subjects — of most importance to the officers and men — and at least a representation of the periodicals embodying the most notable literary expression of the period. A line was difficult to draw. We drew it first at a brief list — some thirty in all — exclusively for our own building. Later we added certain technical periodicals for the smaller posts. The list should probably be enlarged; and the supply — at any rate of the technical periodicals — may have to be extended to the Y and other welfare buildings. Such an extension would involve a very heavy expense indeed. If pursued into the Overseas Camps — as consistently it should be, if adopted at all — it would mean in the case of each periodical over 1,500 subscriptions for the Y huts alone. Even with the reduced rates accorded by the publishers the cost could scarcely be met out of our present fund; but the eagerness of the men, especially abroad, for this, as against other forms of literature, should certainly be recognized; and resource for rec-

ognizing it should be sought in the campaign for additional funds.

In anticipation of it we have already initiated the service by the supply (through subscription) of a selected list of magazines and newspapers to the naval bases abroad.

**Newspapers.** The eagerness extends to newspapers; to the newspapers of the home town and to the metropolitan dailies which contain a fuller survey of events. Several of the latter have been included among our subscriptions for our own buildings. For the former — local dailies — any attempt at a comprehensive subscription was impracticable. Appeals to the publishers have, however, resulted in a considerable supply of them in certain of the Camps. Each Camp Library is also authorized to secure daily the issues of one or more papers of the vicinity.

At least one metropolitan daily and, if possible, several geographically representative, should be promptly available in our Camps abroad. And as the other agencies are not providing them, we should, when practicable, do so. That undertaking also, if extending to every hut, would mean for each newspaper an outlay of probably \$10,000.

The prestige of such service would not, of course, accrue to us. It does not fully, even in the case of the books supplied to the Y and other agencies, notwithstanding that these carry our bookplate. It would not at all in the case of magazines and newspapers with nothing upon them to credit them to our Fund or effort. But it is not prestige for our Association that must be our prime motive in this service.

The number of "Burleson" magazines actually handled by our Camp Librarians to date is estimated at 5,000,000. The labor involved has been heavy; but the service essential; for prior to it tons of the material lay idle in the receiving warehouses, just as other tons of it have lain idle at ports of embarkation for lack of a similar service of selection there; for the postmasters do not perform it.

#### ORGANIZATION

The organization passed to me by the Committee last October consisted at Headquarters

of Mr. Utley, Secretary of the A. L. A., as Executive Secretary, and Mr. Dudgeon as Camp Libraries Director (Manager). They were still without any office staff.

Some 12 librarians in the Camps comprised the force in the field.

The creation of a Headquarters staff proved singularly difficult. For certain of the overhead work there were obviously desirable men with actual experience in the Camps; and these were yet to be developed. For the subordinate work the stenographers and clerks required had to be sought against the competition of Government departments and commissions willing to pay almost any price for even imperfect service. The competent supply seemed for the moment exhausted. And it was only after weeks of effort that a force could be secured capable of handling the routine.

In the earlier stages the struggle to deal with the cumulating mass of correspondence and requisition, the necessity of withholding action until questions of policy could be settled, and the constant experience of action frustrated—by delay in a factory, or congestion in mail, express or freight—all this involved—especially for Mr. Utley and Mr. Dudgeon—a severe strain indeed. They bore it with a temper thoroughly admirable, for which the Service cannot be too grateful.

The vital matter of a financial and accounting system was fortunately provided for from the start by the availability near at hand of a competent expert as Disbursing Officer.

The development of the overhead *personnel* has from time to time been reported in our Bulletins. Mr. Utley has served as Executive Secretary with only two recent breaks due to his necessary absence from Washington, when his place and duties with us have been assumed by Mr. Strong. Mr. Dudgeon's service as Camp Libraries Manager ceased with the conclusion of his original leave from Madison, last December. The duties of that office since then, though in part subdivided, have fallen chiefly upon Mr. Wheeler. It is he especially who has conducted the correspondence with the Camps on matters of routine and has supervised the selection of the pur-

chased books. He has served under the title of an Assistant to the General Director. But a like title—convenient and usual in Washington has also been assigned to several others in especially responsible service at Headquarters; to Mr. Milam, who more nearly than any other single member of the staff exercises the function of Assistant Director, and at times to Mr. Windsor, Miss Rathbone and several others who have assisted us for briefer periods in special phases of the work. We are indebted indeed to the institutions which have lent them—unusually indebted to Youngstown, which has lent Mr. Wheeler for in all some ten months of service, and extraordinarily to Birmingham, which has lent Mr. Milam for a period as long and still to continue. There are others who without particular title have rendered valuable aid in special connections. And, of late, among the overhead *personnel*, we have been able to include Mr. M. G. Wyer, Mr. Rush, Miss Rose, Miss Humble, Miss Dixon, Miss Baldwin and Miss Gleason and several others—Mr. Kerr, Mr. Compton, Miss Curtis, Miss Carey—whose work will also be partly in the field.

The Library of Congress has, of course, contributed its quota, including Mr. Slade, Chief of its Periodical Division, for practically continuous service in connection with book selection, and recently Mr. Hastings in connection with Order Work.

The Headquarters staff thus gradually developed has reached its present dimension of 44 persons. Even at this it is below, rather than above, normal, for the work to be done. For the work, as it developed, has required both specialization, and an increasing elaboration of system and records. Buildings, Books (Solicitation, Selection, Purchase, Distribution), Supplies, Practice, Personnel, Publicity are but some of the main subjects to be dealt with; and, involved daily in each, not merely operation, but decisions as to policy. I know no force in Washington harder pressed with work or more closely devoted.

As at Headquarters, so in the field, a considerable and valuable part of the service has been rendered by volunteers, the Fund as-

suming only their traveling expenses and subsistence. This was consistent with our assurance at Louisville and to the public that the expert service required, or at least most of it, would quite certainly be furnished in this way. It has, in many a librarian of high competence—Mr. Jennings, Mr. Hadley, Mr. Henry, Mr. Strohm, Mr. Yust, Mr. Bowerman, Mr. Wright, and the many others whose names appear in the list. And when we were able to cite Mr. Brett among the number—Mr. Brett, who, not content with the loan of several members of his staff for service at Camp Sherman—actually lent himself for the organization and direction of the Dispatch Office at Newport News—when we were able to cite Mr. Brett among the volunteers—we felt that the example was complete—that not even in the municipal libraries of first importance could the duty to the home library suffice as a reason for declining this one.

It is, however, the reason still given by those of our principal librarians who have not thus far personally been drawn into the service. I emphasize this only to their credit. For it disposes of the supposition that they hesitate because of the meagreness of the pay. In standardizing this at but \$100 a month for the Camp Librarian—\$100 plus expenses—we had regarded it rather as an honorarium than as compensation. Even as such it will probably be increased—it certainly must be to such librarians as leave their regular posts for any long term of service with us during which their home salaries are withheld. But the actual experience thus far shows few instances indeed where we have failed to secure the man—or woman—sought, merely because of the inadequacy of the pay.

The proportion of the completely volunteer to the (nominally) paid service at the Camps has been at times as one to two. It has diminished as the organizers—who especially composed the volunteers—have relinquished the administration to the regular Camp Librarians.

But in many cases—as of Sherman, Dodge, Taylor, Devens—a camp library has

continued to have the benefit of volunteer *supervision* by a neighboring librarian long after its establishment.

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For the permanent conduct of the Camp libraries our policy would be to secure men who can attach themselves to that work as a major interest—superior for the moment to that at home—and then to equalize, co-ordinate and constantly revitalize the service through a corps of visiting inspectors in touch with Headquarters.

The need of co-ordination and of constant communication with a central authority is obvious if one considers that these major Camp Libraries comprise over forty separate establishments, requiring a policy in common but each requiring also provision for conditions peculiar to itself. The problem of them as a whole is a novel problem; and the men in charge of them, even where equal in ability, have had no preparation in common for this particular work.

Each, on assuming his task, has been furnished with some general instructions; and in the course of his work receives from time to time circulars of information and instruction issued to the Camps as a whole. But he finds it necessary also to submit numerous inquiries as to the needs or problems peculiar to his local situation. Where the Camp is not too remote he may supplement these by an occasional visit to Headquarters. On his way to his post he generally visits at least one other well-conducted Camp.

He needs in addition the stimulus—or restraint—of an occasional visit by some representative of Headquarters. This has in a measure been furnished; and if it has not yet been organized into a system, with definite periodicity, the reason is that the creation of a staff of visiting supervisors and inspectors had to await the development of librarians with an experience suitable to the purpose; an experience *both* of a Camp and of Headquarters. To dispatch to a Camp a representative without it, would have been to multiply misunderstanding, and to create irritation—all at considerable expense.

One further device would doubtless tend to encouragement, enterprise, and efficiency; an occasional conference of the Librarians of neighboring Camps. Two such have already been held—one at Atlanta February 28th, one at Waco on March 21st. The former was presided over by Mr. Milam, the latter by Mr. J. I. Wyer, Jr., not in his capacity as Chairman of the Committee, but at my request as a special representative of Headquarters. The obstacle to frequent ones is the expense—even “neighboring” Camps being in fact so distant from a common meeting point. The benefit of general conference—not merely to the Librarians, but to Headquarters—is, however, so clear, that we have felt warranted in bringing to Saratoga—so far as necessary at the expense of the Fund (though it has been necessary only in part)—a sufficient number of the Camp Librarians to constitute a representative body.

**Regional Organization and Supervision.** There are districts where, in addition to, or apart from, any large Camp, there is a considerable group of smaller posts, with special needs to be met requiring a local supervision intermediate with Headquarters. Massachusetts represented such a district; and the general responsibility for it—including the administration of the Library at Camp Devens itself—was assumed by the State Library Commission—we furnishing the standard resources in buildings, books and allowance for service, the Commission applying these and supplementing them as it saw fit; an arrangement highly favorable to the service. The New Jersey Commission has taken especial solicitude for the smaller posts in that State. Mr. Edgerton of New London has looked after such posts in his vicinity; and Mr. Ferguson, of Sacramento, has notably taken concern and provided resources for every post, large and small, in California.

**NOTE.** It is, of course, less so if the newcomer, though not direct from another Camp, has had experience in a similar post. With such an experience he will bring new points of view, as he will bring a fresh spirit and different qualities of competence, probably desirable and likely to improve and diversify the service. It would offset the risk of inertia in administration which is a very serious risk indeed where the Library is subject to the limitations of a single individual during a long period. So cer-

Various other librarians have assumed supervision over particular large camps in their vicinity; as Mr. Anderson of Upton, Mr. Roden of Grant.

The needs of our soldiers along the Mexican Border, disclosed tardily, have now resulted in a system—in fact in two systems—of traveling libraries issuing from San Antonio and El Paso respectively. The former have been in process of organization by Miss Long, of Van Wert, Ohio, the latter by Miss McColough, of Evansville, Indiana. In each case a local headquarters is provided by the local Public Library.

**Overseas Service.** As you are aware an investigation of the situation and opportunity abroad was entrusted to Dr. M. L. Raney of Johns Hopkins who started upon his mission last January. He has returned and will himself tell you something of his observations and experiences. Upon his recommendation he was joined in Paris in April by Mr. Burton E. Stevenson, who, with Mrs. Stevenson, have remained there to pursue the actual work for which Dr. Raney initiated the relations. Dr. Raney continues his general direction of it from this side.

**Personnel: The Supply.** No one familiar with the profession would say that the list of men and women who have participated in the service lacks in competence; and if numerous names prominent in the profession fail to appear, it is not because they have not been asked and indicated their inability, or are not in view for participation hereafter.

The defect that does appear is a present lack of Camp Librarians free to serve for longer periods. The change from organizer to Librarian is a necessary one; an occasional change of librarians often serves to refresh and invigorate the administration; but with the system established, very frequent changes in the personnel will be injurious. *Note.*

tain is this that I believe either interchange, or a rotation in the office, would promote efficiency. The objection suggested—that it deprives the Library of the acquaintance gained by the outgoing Librarian with the other personnel of the Camp—both military and civilian (welfare)—is a natural one. But it overlooks the fact that this other personnel also—particularly the military and the Y. M. C. A.—is also constantly changing.

For the subordinate positions at the Camps an adequate supply of competent persons is in prospect. The increasing availability—permissibility—of women for service in the Camps, helps to assure it. The time may come—at certain Camps may come shortly—when women may be designated to the actual charge of the main library. As appears from the list of *personnel* they already occupy positions of responsibility in every phase of the service, and many of them are already in charge of Camp Libraries—though none as yet in charge of the main Camp Library building.

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The staffs at the Camps are unequal. They will have to be equalized; and probably all of them enlarged. The work is not merely severe, it is very protracted—beginning at nine—actually earlier—in the morning and lasting until ten at night every day of the week, including Sunday, which is in fact the heaviest day. And it is not merely the work within the building: it is an active and laborious work in the Camp at large.

#### FINANCE

A statement as to the Fund as a whole is of course submitted by the War Service Committee and appears in the audit submitted by the A. L. A. Finance Committee as well as in the War Finance Committee's "Story of the Campaign." The financial statement [prepared by the Disbursing Officer] appended to my report embraces merely the funds placed at my disposal through action of the War Service Committee.

Like the general statement, it covers in detail the period (about eight months) to June 1, 1918, the date of audit.

It shows

Receipts of .....	\$902,449	27
Disbursements of .....	722,536	70
Balances, June 1, of.....	179,912	57
of which \$52,329.10 was the balance of the		

Carnegie Grant (all obligated), \$5,000 is a sinking fund for insurance, and \$33,500 is represented by advances, including those for Overseas Service. Of the General Fund the available balance to my credit June 1st was \$89,083.47. An additional credit (\$75,000) voted by the Committee on June 8th, and certain reports of advances enlarged this to \$169,783.47. Against this sum the expenditures for June (General Fund) are likely to have totaled at least \$139,000; leaving a present balance (General Fund), July 1, of say \$30,000.

An examination of the expenditure, as classified under the separate items of buildings, equipment, books, supplies, freight, travel, service and subsistence, emphasizes the very large outlay necessary for upkeep and administration: outlay not merely for service, but for supplies, travel, and transportation. Each of these must still enlarge with the enlargement of the establishment and the expansion of the work. Among supplies, for instance, packing cases alone, for our Overseas shipments, are costing us over \$150 a day. The sum—\$41,000—under General Equipment is about one-half chargeable to the purchase of automobiles. And we have not been able to avoid the expenditure of some \$10,000 for building and building equipment not chargeable to the Carnegie Grant.

At \$85,000 for the eight months, the cost of service and subsistence has averaged about \$10,000 per month. But the amount for May was \$19,000, and will, of course, increase, even without any advance in the standards of compensation.

It is to be observed, however, that the item does include not merely salaries but *subsistence*; subsistence of many a volunteer, as well as that of most of the salaried force in the field and a portion of the staff at Headquarters. About a third of the \$85,000 is chargeable to this account, leaving less than \$60,000 as the outlay for salaries during the eight months.

## AMERICAN LIBRARY ASSOCIATION WAR SERVICE FUND

HERBERT PUTNAM, General Director

Financial statement showing total Receipts and Disbursements to May 31, 1918

RECEIPTS	DISBURSEMENTS	
	<i>October to May</i>	
Credits transferred to this account in Ameri- can Security and Trust Co.:		
Oct. 27 General funds .....	\$391,998 23	Buildings, Carnegie Grant..... \$230,753 59
Oct. 27 Carnegie Grant .....	107,200 00	Building equipment, Carnegie Grant ..... 36,917 31
Nov. 14 General funds .....	153,021 77	Buildings, general funds..... 7,196 28
Nov. 30 Carnegie Grant .....	100,500 00	Building equipment, general funds ..... 2,846 36
Dec. 10 Special donation .....	10,000 00	Books ..... 210,109 16
Jan. 1 Interest on deposit....	2,429 27	Binding ..... 559 52
Jan. 3 Book campaign fund..	25,000 00	Book Campaign ..... 24,566 72
Feb. 28 Carnegie Grant .....	112,300 00	Freight ..... 8,042 17
		General equipment ..... 41,394 37
		Great Lakes Station building and equipment ..... 10,000 00
		Service and subsistence..... 85,201 49
		Sundry ..... 15,276 03
		Supplies ..... 36,586 76
		Travel ..... 13,086 94
		 Total expenditures ..... \$722,536 70
		Funds in hands of Camp Libra- rians and Overseas Agents... 33,500 00
		Balance in American Security and Trust Co.:
		General funds ..... 89,083 47
		Carnegie Grant ..... 52,329 10
		Insurance fund ..... 5,000 00
	<u>\$902,449 27</u>	<u>\$902,449 27</u>

Respectfully submitted,

WILLIAM L. BROWN,  
Disbursing Officer.

## AMERICAN LIBRARY ASSOCIATION WAR SERVICE FUND

HERBERT PUTNAM, General Director

## Expenditures under Budget

The Budget, as granted in the initial form in October, 1917, and from time to time readjusted, together with the corresponding expenditures, is as follows:

## Books,

Buildings and equipment including binding (Carnegie grant)	and periodicals	Service	Miscellaneous
Granted: \$320,000 00	\$318,000 00	\$85,000 00	\$142,020 00

Bldgs. and equip.	
Gen. funds ..	\$10,042 64
Freight .....	8,042 17
Gen. equip. .	41,394 37
Sundry .....	15,276 03
Supplies .....	36,586 76
Travel .....	13,086 94

Expended:	267,670 90	210,668 68	85,201 49	124,428 91
Balance	\$52,329 10	\$107,331 32	— \$201 49	\$17,591 09

NOTE.—On June 8, 1918, an additional credit of \$75,000 was voted without specifications.

WILLIAM L. BROWN,  
Disbursing Officer.

June 1, 1918.

## SARATOGA SPRINGS CONFERENCE

## ESTIMATED EXPENDITURES, JUNE 1-30, 1918

(General Fund)

Balance on hand June 1.....	\$89,083 47
<b>Receipts:</b>	
Credit voted June 8.....	75,000 00
Advances refunded .....	5,700 00
	<hr/>
	\$169,783 47
<b>Expenditures:</b>	
Already on the books (June 20).....	\$75,574 00
To be made, say.....	64,209 47
	<hr/>
Estimated probable balance July 1, say.....	\$139,783 47
	<hr/>
Estimated probable balance July 1, say.....	\$30,000 00

WILLIAM L. BROWN,  
Disbursing Officer.

June 20, 1918.

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## CAMP PRACTICE: UNIFORMITIES

An association which, after two generations of the study and discussion of library practice, proffered its professional experience as applicable to this work would be expected to apply it in a service definitely standardized and completely uniform. Had it attempted this at the outset it would have shown blindness to a condition which it was even more particularly its duty to regard. (1) That the problem was a new one; and (2) that it included variances in the needs and the conditions special to localities and to the relations involved. A practice necessary in one camp might be superfluous in another; one permissible in one camp might even—owing perhaps to the attitude of the military authorities—be prohibited in another. To impose at once an identical practice, a precise uniformity, might have defeated many an opportunity. It would have created antagonisms. And it would have prevented us from a repute still more valuable—that of ability to adapt our methods to the situation and the needs to be served.

Instead, we chose to experiment: prescribing upon theory as little as possible and developing a practice only as experience proved it practicable and desirable. The result has been at times considerable variations of detail, some of which still exist. They extend, as you see, even to the uniforms of our staff—which are *not* fully uniform. [They are not, because even with original

specifications supposed to be authoritative they have been modified by military prescription at certain of the camps.]

But the practice is now gradually converging; and the Camp Library Handbook, which, after the discussions of our camp librarians here, will be printed, will exhibit a considerable body of fairly standardized procedure.

## CAMP LIBRARIES: STATISTICS OF USE

Exact or comprehensive ones are impracticable. The reference use is direct and unrecorded. The issue for outside use is recorded at the Main Library, but only imperfectly at the huts, and not at all in connection with the "traveling" collections. Statistics of circulation reported by the camps in April proved quite unreliable as a basis of comparison.

Other Statistics, *e. g.*, of the number of volumes available and of the number of outlying branches and stations are of course possible for a given date; and a table embracing them appears in Bulletin 7. They are, however, subject to such variations, even from day to day, that they also are unsafe indication of the situation or of the comparative resources at any later date.

Statistics of Expenditures, kept at headquarters for each camp, are intelligible only with explanation of the difference of period and variance in conditions. The latter affects especially the cost of service, some camps having the benefit of far more volunteer or "lent" service than others. The service at

Devens, for instance, is supplemented by the State Commission; that at Johnston is substantially furnished by the Jacksonville Public Library.

#### PUBLICITY

During the first three months we were closely engaged with practical problems. There would have been little profit in exploiting these. Beginning with January, however, systematic publicity was both possible and desirable. It was undertaken through publications (Bulletins beginning with No. 4) of our own, and press matter supplied currently to newspapers and magazines. As an aid to the latter we had the (part time) service for several months of a trained newspaper correspondent in favorable relations with the other correspondents at the Capital. We had also the expert counsel for a week of Mr. John K. Allen of Boston. This was the only professional aid employed, either in the regular course or in connection with the book campaign; and its total cost to us was less than twelve hundred dollars. The other efforts were solely those of our regular headquarters staff.

There has been no outlay whatever for paid advertisement.

The publicity matter for the book campaign was supplied directly from headquarters; and the printing and distribution of it constituted the main expense of the campaign.

#### IN GENERAL

Our Association began this work without financial resources. When (after the finan-

cial campaign) resources became available, conditions had developed unfavorable either to considerate organization or to prompt, smooth and effective action. The first three months were embarrassed by them.

Order gradually emerged, an organization was effected, policies were determined, and action developed to its present dimension.

The development has been by experiment and evolution. It has been so especially for two reasons:

1. The problem was a novel one.
2. The fund was a trust fund. It was vital to the work, to the repute of the Association, and to the success of further appeals to the public—that the foundations should be sound, and the beginnings of expenditure careful, even to the point of frugality.

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The present situation is different. The novel elements in the problem have become familiar; policies have been determined; and an establishment, organization, system and service have been developed, recognized as appropriate to the task. Each has imperfections: establishment, organization, system and service will require remedy as well as amplification. But the application of the remedies is now a relatively simple problem in administration; and the amplification is proceeding as rapidly as possible under the existing resources.

HERBERT PUTNAM,  
General Director.

Saratoga, N. Y., July 2, 1918.

## SARATOGA SPRINGS CONFERENCE

## EXHIBITS APPENDED

- A. Gift Books Sent Out through June 15.
- B. Purchased Books Sent Out through June 10th.
- C. Statistics of Camp Library System and Collections for the 41 Major Camps to June 1st.
- D. Personnel: Summary.

## A

*Gift Books Sent to Camps, Stations, Vessels and Overseas through June 15th*

	Books Sent
41 large military camps and naval stations (including books received and <i>en route</i> ) .....	1,317,304
237 small military camps (47 of these are Aviation camps, including schools and repair depots. There have been shipped to these points more than 60,000 gift books) .....	244,784
116 small naval stations.....	135,480
17 marine stations .....	21,183
116 vessels .....	32,029
91 hospitals .....	29,503
6 dispatch offices have shipped overseas (this includes approximately 80,000 purchased books) .....	285,306
 Total.....	 2,065,589
Books reported collected by the libraries of the country.....	3,896,054

NOTE.— These figures are only those reported to Headquarters. Thousands of books have been collected and distributed by libraries to nearby military, naval and marine camps and stations of which no record has been sent to Headquarters.

## B

*Purchased Books Sent to Camps, Stations, Vessels and Overseas through June 10th*

	Books Sent
*41 large military camps and naval stations.....	234,255
113 small military camps (47 of these are Aviation camps, including schools and repair depots) .....	45,477
53 small naval stations.....	6,523
13 marine stations .....	2,298
27 vessels .....	1,760
*14 hospitals .....	1,265
†6 dispatch offices have received for shipment overseas.....	92,987
Balance in New York stock.....	26,940
 Total.....	 411,505

\* Figures for large camps include books purchased for base hospitals located at these camps; figures for other hospitals given separately. In some cases purchased books have been used by camp librarians in smaller camps and stations over which they have supervision.

† Figures for one dispatch office, Newport News, include some purchases for small camps and stations in the vicinity of Newport News as well as those purchased for overseas.

## C

*Statistics of Camp Library System and Collections for the 41 Major Camps to June 1st*

Camp and State	Branches	Stations	Books in Camp	Books purchased Nov.-June
Beauregard, La. ....	9	0	14,000	5,008
Bowie, Texas .....	19	1	40,439	5,981
Chickamauga Park, Ga. (Ft. Oglethorpe) .....	16	3	26,604	4,937
Cody, N. Mex. ....	21	7	25,800	6,181
Custer, Mich. ....	12	20	15,055	7,065
Devens, Mass. ....	10	0	20,000	6,766
Dix, N. J. ....	16	80	40,561	6,060
Dodge, Ia. ....	13	61	39,559	5,428
Doniphan, Okla. ....	14	7	26,000	5,498
Fremont, Calif. ....	36	24	37,803	5,393
Funston, Kans. ....	21	63	35,300	6,935
Gordon, Ga. ....	17	5	35,000	8,031
Grant, Ill. ....	11	35	40,000	5,826
Greene, N. C. ....	10	4	26,376	5,637
Hancock, Ga. ....	12	0	20,000	5,505
Humphreys, Va. ....	2	0	1,650	3,811
Jackson, S. C. ....	10	7	20,600	5,650
Jefferson Barracks, Mo. ....	....	....	2,000	446
Johnston, Fla. ....	1	11	12,272	7,258
Kearny, Calif. ....	11	7	29,087	5,535
Kelly Field, Tex. ....	11	12	14,911	5,835
Lee, Va. ....	14	25	32,275	5,903
Lewis, Wash. ....	18	97	48,550	6,290
Logan, Tex. ....	8	9	22,770	5,046
MacArthur, Tex. ....	12	65	23,883	6,651
McClellan, Ala. ....	10	1	28,095	5,744
Meade, Md. ....	16	56	22,795	6,264
Merritt, N. J. ....	5	1	26,138	8,987
Mills, N. Y. ....	9	2	7,900	3,023
Pelham Bay, N. Y. ....	....	....	3,900	261
Perry, Ill. (Great Lakes)....	11	20	16,336	6,388
Pike, Ark. ....	15	17	27,000	2,701
Sevier, S. C. ....	9	4	16,173	5,525
Shelby, Miss. ....	18	....	30,000	5,073
Sheridan, Ala. ....	11	3	28,743	6,209
Sherman, Ohio ....	16	10	32,712	6,077
Taylor, Ky. ....	20	16	28,000	5,742
Travis, Texas ....	22	59	26,243	6,157
Upton, N. Y. ....	19	25	50,170	7,820
Wadsworth, S. C. ....	9	5	27,130	6,964
Wheeler, Ga. ....	11	36	29,863	6,144

## D

*Personnel: Summary*

On October 4, 1917, there were at Headquarters 3 men doing administrative work, and no clerical assistance. In the field there were 12 camp librarians and assistants.

On January 1, 1918, there were 7 persons doing administrative work and 10 doing clerical work at Headquarters. There were 62 camp librarians and assistants in 33 camps; 1 agent and 2 assistants in 1 dispatch office.

On June 20, 1918, there were 12 persons

doing administrative work and 34 doing clerical work at Headquarters; 145 camp librarians, assistants and organizers in 45 camps; 6 agents and 17 assistants in 6 dispatch offices; 24 librarians in hospital service; 6 field representatives; 2 representatives overseas; and scores of librarians representing Library War Service more or less officially at the camps in their vicinity.

Some of these people have been volunteers. Scores of them have been lent by their libraries with no expense to the Library War Service, except for traveling and subsistence. Others have been paid salaries and expenses.

## APPENDIX A

### MINUTES OF MEETINGS OF THE WAR SERVICE COMMITTEE, LOUISVILLE,

Friday, June 22, 2 P. M.

Met at luncheon. Present: Messrs. Bostwick, Dudgeon, Wyer, Miss Countryman; on invitation, President Walter L. Brown, Herbert Putnam and William Orr, representing the Y. M. C. A.

After discussion of respective plans of the A. L. A. and the Y. M. C. A. and the possibilities for effective cooperation, Committee adjourned to meet on the following day.

Saturday, June 23

Committee met at 9 a. m. in the Seelbach Hotel. Present: Messrs. Dudgeon, Bostwick, Hill, Wyer, Miss Countryman; and by invitation, Messrs. Montgomery, Putnam.

*Voted*, That the body of the report of the Preliminary Committee be printed at once for distribution before the adjournment of the Conference.

After discussion, the following sub-committees and chairmen were appointed, each chairman with power to add working members to his committee and report such additions to the chairman of the general committee. (For personnel of various sub-committees appointed at different sessions at Louisville, see pages 7-8.)

The chairmen present were asked to formulate definitions of the work of their respective committees and to submit these for discussion at the next meeting.

Messrs. C. H. Compton and J. L. Wheeler, a sub-committee of the Association's Committee on Publicity, offered its services immediately and to any extent desired in the preparation of book lists or in any other possible manner.

The Committee on War Plans of the Special Libraries Association (R. H. Johnston, C. C. Williamson, D. N. Handy) sent a communication expressing its readiness to cooperate as auxiliary to the A. L. A. Com-

mittee, as a formal sub-committee or in any way in which it might be of use.

It was voted to accept these two offers and express the hope that these committees will work with the A. L. A. Committee, consult with its chairman and keep him informed as to their plans and activities.

Moved by Mr. Hill and *Voted*, that Mr. Herbert Putnam and Mr. R. R. Bowker, members of the Preliminary War Plans Committee, shall have notice of all meetings of the General Committee and be asked to attend all meetings of its Sub-committee on Camp Libraries.

Upon invitation, Mr. Putnam made a statement outlining the work done to date, its present status, and the work of first importance now claiming the attention of this committee in the matter of the establishment of camp libraries.

A communication from C. H. Milam proposing a Library Publicity Week was read to the committee and action deferred that its members might have further time for consideration.

Adjourned.

Sunday, June 24

Committee met at 9 a.m. Present: Messrs. Hill, Bostwick, Dudgeon, Wyer, Misses Countryman and Doren; and on invitation, President Montgomery.

Definitions for work of the several sub-committees were discussed and from the resulting data and opinions the chairman was authorized to formulate tentative definitions in organization bulletin to be issued later. (See Bulletin 1.)

A communication was received from Mr. John A. Lowe on behalf of the Massachusetts Free Public Library Commission describing the work already under way in that State. It was referred to the Committee on State Agencies.

**Buildings.** At this point Mr. Hill laid before the committee an offer from Mr. Edward

L. Tilton of his services to the Association in the preparation of plans, specifications and estimates for the buildings proposed on the various cantonments and camp grounds throughout the country. The offer was accepted with expression of keen appreciation and Mr. Tilton was invited to meet with the committee.

After conference and discussion the following points were tentatively fixed subject to such further revision and determination as Mr. Tilton might find it desirable to make.

Building to be 40 x 120—interior to be treated as a typical library plan and finished as one room, save for such partitions as might be formed by double-faced book shelves—to contain two sleeping apartments—to provide, through alcove shelving, for two or three semi-private study rooms in addition to facilities for books and readers in the main room—expected to be at least 10,000 volumes—provision to be made for map display, ample bulletin board space both inside and outside the building—furnishing to provide for large use of newspapers and periodicals—chairs rather than tables to be preferred in furniture, to the end that largest possible number of readers may be accommodated—window-seats to provide for as many additional readers as possible.

In view of the fact that there seem likely to be thirty or more major training camps in the country, at each of which a library of 10,000 new books seems necessary for the most effective service, the sense of the committee was recorded that the sum of not less than \$250,000 should be made available for their purchase.

The matter of a Library War Week, postponed from previous meeting, was again brought up for consideration and the chairman was requested to ask Mr. Milam, representing the group promoting the enterprise, to appear before the committee at its meeting Monday morning.

Adjourned.

Monday, June 25, 9 a. m.

Present: Messrs. Dudgeon, Bostwick, Hill, Wyer, Misses Countryman and Doren; and by invitation, President Montgomery.

Mr. Hill, for the Finance Committee, reported formation of a Dollar a Month Club among the members of the Association, and his committee was authorized to prepare subscription cards for distribution at the next general session of the Association. He reported the addition to the Finance Committee of Messrs. W. H. Brett, George W. Cole and Edward L. Tilton. On request of Chairman Hill the Finance Committee was authorized to employ as treasurer a trust company, name not designated—this to relieve the chairman of the details of bookkeeping and accounts.

Chairman Hill requested the chairman of each committee to forward budget figures to the Finance Committee covering proposed expenditures, and on this head it was voted by the full committee that no expenditures be made except on specific authorization of the chairman of the General Committee or of the Finance Committee.

At this point Mr. Tilton conferred further with the committee as to plans for the camp library buildings, particularly as to heating, plumbing, lighting, standardization of plans and material construction.

Mr. C. H. Milam appeared before the committee in the interest of a Library War Week, and after his presentation it was moved by Mr. Dudgeon that a sub-committee of five on War Library Week be appointed to consist of Mr. Milam, chairman, Messrs. L. J. Bailey, Rush, Josselyn and J. L. Wheeler. Amended by Mr. Hill that the matter be referred to the Publicity Committee with authority to appoint such a committee as indicated in Mr. Dudgeon's motion to carry out the plan. The amended motion prevailed. Mr. Bostwick at once announced the appointment of the committee.

*Voted*, That the General Committee hereby recommends to the Finance Committee provision in the first budget for a general manager of camp libraries at such salary and traveling expenses as may be required.

Adjourned.

Attest:

J. I. WYER, JR.,  
Chairman.

**Hotel Powhatan, Washington, D. C.,**  
**August 14, 1917.**

Present: Messrs. Hill, Dudgeon, Anderson, Wyer, Miss Doren; and by invitation, President Montgomery and Secretary Utley of the American Library Association.

**Canada.** Communications were presented from members of the Association suggesting possibility of effective cooperation with Canadian libraries in supplying books to soldiers. The chairman presented letters from Canadian libraries most active in this work indicating that it was already well organized in Canada on effective lines and that probably there was little opportunity, if any, for close cooperation.

**Bibliography of Military Medicine.** Clement W. Andrews proposed on behalf of the John Crerar Library the printing of a list of books on medicine and surgery of war, one of the chief uses of which should be a basis for interlibrary loans during the period of the present war. On motion the committee heartily approved the publication and expressed the hope that it would shortly be available.

**Book Collection Cities.** The chairman presented the following list of twelve libraries designated by the Camp Libraries Committee as collection centers for books collected by the 6,000 libraries of the country, the plan being to ship from specified zones to each of these libraries for trans-shipment to camps on instructions from the manager of camp libraries:

- Atlanta — Carnegie Library.
- Boston — Public Library.
- Chicago — Public Library.
- Cleveland — Public Library.
- Denver — Public Library.
- Kansas City — Public Library.
- Los Angeles — Public Library.
- New York — Public Library.
- Portland — Library Association.
- Philadelphia — Free Library.
- St. Louis — Public Library.
- Washington — Library of Congress.

**Camp Libraries Manager.** Report from Camp Libraries Committee indicated a need

for a manager of camp libraries who should give full time to the work, as soon as such service could be arranged. On motion, duly seconded and carried, the chairman of the committee was authorized to make such arrangements as would accomplish this with Mr. Matthew S. Dudgeon of Wisconsin, if he is able to procure his release from the Free Library Commission of Wisconsin.

Adjourned.

Attest:

J. I. WYER, JR.,  
Chairman.

**New York City, August 28, 1917.**

Present, at Room 207 in the New York Public Library, at five o'clock, the Chairman and Messrs. Anderson, Dudgeon and Hill.

The chairman of the Camp Libraries Committee reported that, following action and authority of the full committee at its meeting in Washington on August 14, M. S. Dudgeon, after having been released by the Wisconsin Free Library Commission, had been appointed Manager of Camp Libraries from August 27 at a salary of four thousand dollars (\$4,000) per annum, for such term as he may continue in this work and position. This was then duly ratified by vote of committee.

The chairman of the Camp Libraries Committee (Mr. Anderson) offered his resignation. This was formally accepted, and, on motion duly seconded and carried, Mr. Dudgeon was named for the post.

By unanimous vote of those present, Geo. B. Utley was designated executive secretary of the committee.

Adjourned.

Attest:

J. I. WYER, JR.,  
Chairman.

**Washington, D. C., October 3, 1917.**

At a meeting of the War Service Committee of the American Library Association, at twelve o'clock noon, the following members, a quorum of the whole, were present: E. H. Anderson, M. S. Dudgeon, F. P. Hill, J. I. Wyer, Jr., G. B. Utley, Executive Secretary,

## SARATOGA SPRINGS CONFERENCE

and, by invitation, E. L. Tilton, architect of the committee.

**Furniture.** Mr. Tilton laid before the committee the following letter:

LIBRARY BUREAU,

New York, September 28, 1917.

Re: A. L. A. Libraries for Army Cantonments  
Mr. E. L. Tilton, Architect, 52 Vanderbilt Avenue, New York City.

Dear Sir:

Referring to our estimate of September 25th, we have been directed by Dr. F. P. Hill to send an itemization of the price quoted in said letter.

7037 — 39	3' double-faced sections, unit wood book shelving, 7 shelves high .....	\$526 00
23130 — 1	30 tray card catalog case, equipped with screw front rods, to be inserted in one section of the unit shelving..	55 00
7601 — 1	book truck with 4 3" diameter wheels...	22 00
741-3 — 1	charging and delivery desk .....	340 00
	1 attendant's desk, 27" x 40" .....	18 00
	1 librarian's desk, 32" x 50" .....	25 00
7100 — 1	table for librarian's office, 2½' x 4' .....	16 00
7100 — 11	reading tables, 3' x 5' x 3½" high .....	198 00
<hr/>		
Total, f. o. b. factory for each library.....		\$1,200 00

The book shelving will be made on the same principle as our unit wood book shelving, which is bolted together, being very simple to erect or change. There will be no moldings or paneling. The front edge of the shelves will be made without beading. The table tops and counter tops will be made of solid straight oak.

All material would be shipped carefully crated, and prepared for erection by ordinary

carpenters; simple setting plans and directions will be furnished by us.

Our estimate above does not include the trucking from destination freight station to the libraries, as data of cost covering this is not available.

Yours very truly,

LIBRARY BUREAU,

H. R. DATZ.

After discussion, it was *Voted*, that the Committee, through its Executive Secretary, contract with the Library Bureau for sixteen pieces of each of the following items of furniture for camp library buildings, viz.:

The first, third (amended as 2 trucks instead of 1), fourth (price \$240 instead of \$340), fifth, sixth and eighth of the items noted in the above letter at a total cost for each camp of \$1,051.

Mr. H. R. Datz, present and representing the Library Bureau, agreed to specifications expressed in the above letter and promised shipment in six weeks from date. These assurances were adopted as part of the contract.

Acting for Hayward Brothers, Mr. Datz submitted specifications and sample of an oak arm chair. It was *Voted* that the Committee, through its Executive Secretary, contract for 3,200 such chairs at not to exceed \$3 each, crated and f. o. b. factory, with the understanding that the order will be shipped in six weeks from date and that, if necessary, it may be divided among several factories, provided there be no deterioration in material or workmanship.

After recess until two o'clock, the same members met with Herbert Putnam and Charles Belden also present.

Minutes of meetings of August 14 and 28 were submitted, and, on motion, they were approved without reading.

Reports were received and accepted from the sub-committees on Camp Libraries, Food Information and Finance (the latter submitted following its separate session in the preceding forenoon).

The Committee on War Library Manual submitted as its report the three numbers of the *War Library Bulletin*.

Library War Fund. The substance of the report of the Sub-committee on Finance was that the campaign for a Million-dollar Library War Fund is a success. That nearly \$1,000,000 in subscriptions are already reported, with ten States to be heard from and new subscriptions from all States reported daily. Discussion developed the unanimous opinion of the Committee that this million dollar fund, having been procured for the specific and widely advertised purpose of books for soldiers, could be used only for such of the Committee's work as clearly falls under that caption. The discussion expressly negatived the propriety or good faith of diverting any part of the Library War Fund to the use of the sub-committee on Publicity (for Library War Service Week) and Food Information.

*Voted*, That the Chairman be authorized to employ such clerical and stenographic assistance as in his judgment may be necessary at Albany.

Committee took further recess till 11 a. m. on the following day.

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Convening after recess at 11 a. m., October 4, 1917, the following members, a quorum of the whole, were present: E. H. Anderson, M. S. Dudgeon, F. P. Hill, J. I. Wyer, Jr., and G. B. Utley, Executive Secretary. There were also present by invitation Charles Belden, E. L. Tilton and, through part of the session, Herbert Putnam.

Library Service to the Troops. Upon consideration of the situation and the prospect, the need being apparent for the concentration in a single executive of certain of the duties entrusted to this Committee, it was

*Voted*, That Herbert Putnam, Librarian of Congress, hereinafter referred to as the General Director, be requested to take over the direction and conduct of the work of supplying reading matter to the military and naval forces of the United States, entrusted to this Committee by the general resolution of the Association at Louisville, June 22, 1917, by the invitation of the Commission on Training Camp Activities June 28, 1917, and by the

votes of the Executive Board adopted August 14, 1917.

*Voted*, That for this purpose he is authorized,

1. To select and appoint, or otherwise employ, such persons as in his judgment may be necessary in connection with this service, to define their duties, to fix their compensation, and to discontinue their employment within his discretion. This authority extends to the persons now under employment, whether paid or volunteer. Among his staff he shall appoint an officer to be known as the Disbursing Officer, and another officer, known as the Executive Secretary.

2. To determine finally the design and equipment of the buildings proposed, if necessary, modifying the provisional plans as circumstances may seem to require; and to arrange for others, if required, subject in both cases to the limit of the grant by the Carnegie Corporation for such purposes;

3. To contract for the erection and equipment of such buildings;

4. To determine finally the list of books to be purchased, and to contract for their purchase within the funds available, and assign those acquired to their appropriate location and service;

5. To accept or reject other reading matter offered as gift, and similarly apply that accepted;

6. To contract for and purchase necessary supplies;

7. To make all other contracts in his judgment necessary to the service, including the lease of such premises as may be necessary for administrative uses;

8. To enter into such other obligations as may involve expenditures from the funds committed to the Association for the general purpose stated;

9. To determine with the Commission on Training Camp Activities the other agencies of the War Department involved, and also with the Red Cross, the Y. M. C. A., the Knights of Columbus, and other such non-official agencies, the reciprocal relations which may promote efficiency in this field of service;

10. And in general to carry into effect the

purposes for which this Committee was created so far as they concern the supply of reading matter to American soldiers and sailors, exercising in its behalf the authority confided to it by the votes of the Association and of the Executive Board recited above.

11. That from the funds available for these purposes (after all expenses of the Library War Fund Campaign have been settled) and including any funds hereafter received, the General Director shall prepare a budget to be submitted to the War Service Committee on October 15 of each year. This budget may be amended by the War Service Committee, and when finally approved by this Committee, shall be at the disposal of the General Director for the purposes related above.

All contracts and advances made and all bills incurred in this work shall be approved first by the head of the department in which the charge originates, second, by the Executive Secretary, and finally by the General Director. They shall then be passed to the Disbursing Officer for payment. All checks shall be signed by the Disbursing Officer and countersigned by the Executive Secretary or the General Director. The Disbursing Officer shall be bonded in the sum of \$25,000, the premiums for which shall be chargeable to the funds of the Committee (provided, however, that the present method of approving vouchers shall be continued until subscriptions to the Library War Fund reach the sum of \$1,000,000 plus necessary campaign expenses).

The American Security and Trust Company of Washington is approved and continued as the Washington depository of the funds of the War Service Committee. Other depositories may be designated by the Finance Committee of the American Library Association for such parts of the funds as it may be deemed expedient or advantageous to place elsewhere.

The General Director shall submit to the chairman of the War Service Committee a monthly statement of expenditures and balances touching the several items in the budget and the books, accounts and vouchers shall be open to the chairman of the Finance Com-

mittee of the American Library Association for quarterly audit.

*Voted*, That as the foregoing action involves the fundamental control and direction of the work in this field, it be submitted for the ratification of the Executive Board, notwithstanding the apparent completeness of the authority vested in this Committee by the votes of the Board on August 14, 1917.

Mr. Dudgeon offered his resignation as chairman of the Sub-committee on Camp Libraries. *Voted*, That the resignation be accepted and Mr. Wyer be appointed to the vacant chairmanship.

It was also *Voted*, That this Committee approves the plans submitted to it at this time by its architect for sixteen library buildings at cantonments, excepting, however, such building as may be notified to the office on Cantonment Construction by the manager of camp libraries.

It was *Voted*, That the office of Cantonment Construction be asked to arrange immediately for the erection of the buildings according to the following paragraph, appearing in letter of Col. Littell (per Major L. L. Calvert), dated October 4, 1917:

"This office estimates the cost of the proposed library buildings at the National Army Cantonments, according to your sketch plans, to be the sum of \$6,700, including plumbing, heating stoves, electric wiring and fixtures."

Further *Voted*, That such part of the sum granted by the Carnegie Corporation for these purposes (not exceeding the allowance of \$10,000 for each building), or so much of it as may be necessary, is hereby set apart and designated for the construction of these buildings.

*Voted further*, That in behalf of this Committee the Librarian of Congress is especially authorized to make all necessary contracts in pursuance of the above arrangements, this being in anticipation of his authority so to contract and obligate the American Library Association as General Director of this service, according to other votes of this Committee adopted today. He is also authorized to approve and sign other contracts for the equipment and furnishing of such buildings.

In view of the necessity of meeting the conditions attached to the grant of the Carnegie Corporation, the chairman of the War Service Committee is asked to report to the secretary of the Carnegie Corporation:

(1) Amount of total subscriptions to Library War Fund, except the gift of the Carnegie Corporation;

(2) Amount of cash in hand arising from these subscriptions and, further, from time to time to revise this statement in order to release portions of the grant needed to continue construction of buildings.

Committee then adjourned.

Attest:

J. I. WYER, JR.,  
Chairman.

New York Public Library — 3 p. m., Thursday, October 18, 1917.

Present: J. I. Wyer, Jr. (presiding), E. H. Anderson, Frank P. Hill, and M. S. Dudgeon, a quorum; also Herbert Putnam, Librarian of Congress, and George B. Utley, Executive Secretary.

The minutes of the meetings of October 3 and 4 were read and approved.

Mr. Putnam presented a report of the action taken by him under the special vote of October 4, 1917, with reference to library buildings at the cantonments, and it was

*Voted*, That this action is approved, and that the Secretary transmit to the Carnegie Corporation a copy of Mr. Putnam's report and this approval.

The Secretary, Mr. Utley, being also Secretary of the Executive Board, having reported the ratification by the Board of the votes of this committee October 4, 1917, requesting Herbert Putnam, Librarian of Congress, to take over the direction and conduct of the work of supplying reading matter to the military and naval forces of the United States, and granting him certain authority for that purpose;

And Mr. Putnam having signified in writing his acceptance of the service,

The Chairman of the War Finance Committee stated the total of subscriptions reported to date for the supply of reading matter to the military and naval forces, also

the amount of the campaign expenses actually paid to date and an estimate of other obligations on this account still outstanding,

It appearing from the said statements that the subscriptions to date exceed a million dollars by an amount amply sufficient to meet all the expenses paid and to be paid, it was

*Voted*, That from the funds on deposit with the American Security and Trust Company of Washington, D. C., there be transferred to the People's Trust Company of Brooklyn, New York, the sum of \$70,000 to be applied under the existing system of expenditure for the purpose of meeting outstanding campaign expenses, including expenses of collection, and of reimbursing to certain subscribers the sums advanced by them to underwrite the campaign.

*Voted*, That except as to the said sum of \$70,000 so to be transferred, the new fiscal system proposed by the vote of this Committee on October 4, 1917, in particular that provided for under paragraph 11 of that vote, shall now take effect.

The General Director having submitted estimates for an initial budget the following initial budget totalling the sum of \$865,020 was, after discussion, approved and adopted:

**Initial Budget Submitted by General Director to the War Service Committee as of October 15, 1917**

Buildings and equipment (Carnegie Grant) . . . . .	\$320,000
Books (including replacements, binding, periodicals) . . . . .	\$368,000
Service . . . . .	125,000
Equipment, supplies, insurance, rent, postage, telegrams, travel, transportation, printing, sundries and contingent . . . . .	52,020
	545,020
	\$865,020

Mr. Putnam having also laid before the committee a communication received by him from the American Security and Trust Company stating that the sum voted to his credit, as General Director, should be a lump sum, it was

*Voted*, That in pursuance of the provisions of the vote of this committee on October 4, 1917, the American Security and Trust Company of Washington, D. C., be and is hereby authorized and requested, out of the remaining funds of this committee in its hand (except the said sum of \$70,000 so to be transferred), to credit Herbert Putnam, as General Director, with the sum of \$865,020, to be drawn upon in accordance with the provisions of the said vote, for the purposes of the work contemplated therein. And should the funds at present in the hands of the said company be insufficient for this action, then to credit to his account the sum on hand, and from subscriptions later received from time to time to credit further sums, until the total shall reach the sum of \$865,020 above stated. It was then

*Voted*, That out of the sum placed at his disposal to-day, the General Director is authorized to pay outstanding claims against the War Service Fund (exclusive of campaign expenses), where such claims are certified to him as correct and due by the chairman of the War Finance Committee and one other member of the Camp Libraries Committee.

*Voted*, That the War Finance Committee be requested to continue to completion the work of collecting the sums subscribed in the campaign, incurring such expenses as may be necessary for the purpose.

*Voted*, That if, after investigation, it appears to the General Director that insurance should be placed upon the library buildings at the cantonments and camps, he is requested to place it, the premium being charged to the funds subject to his disposal.

*Voted*, That the Secretary transmit to the Carnegie Corporation a summary of the action taken by this committee in its votes of October 4, 1917, and of to-day, so far as it

may appear to be of interest to the corporation, and that he inform the Commission on Training Camp Activities of the action taken of interest to it.

Mr. Dudgeon, because of his active participation in the executive work of the committee, presented his resignation as a member of the committee.

*Voted*, That it be accepted.

The Secretary reported that contingent upon his resignation, the President of the Association had designated C. F. D. Belden, Librarian of the Boston Public Library, to the vacant position.

For the information of the committee the Secretary reported also the receipt from Mr. Putnam of a communication addressed to the President of the Association tendering his resignation as a member of the Executive Board.

For the information of the committee Mr. Putnam stated that as General Director he would ask Mr. Utley to continue as Executive Secretary and Mr. Dudgeon as Camp Library Manager; and that he proposed to appoint as Disbursing Officer, William L. Brown of Washington, D. C., formerly Cashier of the Hampton Institute, and now, and for some time past, Chief Clerk of the Copyright Office; that the appointment would take effect October 19, 1917, at which date Mr. Brown's bond in the Fidelity and Casualty Company of New York to the Association in the sum of \$25,000 will be ready for delivery to such person or official as the committee may designate, or in absence of such designation, to the Treasurer of the American Library Association.

Adjourned.

Attest:

GEO. B. UTLEY,  
Executive Secretary.

# THE FOLLOWING REPORTS, LETTERS, AND MEMORANDA, MENTIONED IN THE FORE- GOING MINUTES ARE APPENDED TO AND MADE A PART OF THESE MINUTES.

Library of Congress,  
Washington, D. C.  
New York City, October 18, 1917.

To the A. L. A. War Service Committee:  
Gentlemen:

I report the following action taken under the special vote of your committee October 4, 1917, with reference to library buildings at the sixteen cantonments:

1. In company with Mr. Utley and Mr. Dudgeon I laid before Mr. Mayer, Secretary of the Commission on Training Camp Activities, a copy of the vote, and asked his counsel.

2. In company with him we had an interview with Major Starrett, Chairman of the Cantonment Construction Commission, and asked his counsel and direction.

3. I later received from him drafts (1) of a Memorandum of Agreement between the Association and certain contractors (not at the moment named), constituting an order for the erection of the buildings and a contract for payments. A copy of this memorandum is attached, marked A. I received also from him a suggested draft of a letter from me to the Officer in Charge of Construction, General Littell. Copy appended, marked B.

Sixteen copies of the Memorandum, signed by me in your behalf, were to be forwarded to General Littell, with the above letter, the names of the contractors being left blank, to be filled in by his office.

4. The total expenditure involved in the sixteen contracts, according to the estimates of General Littell's office, is \$107,200.

On October 12 I was informed that the Carnegie Corporation had deposited this sum

in the American Security and Trust Company, to be available for payments on this account.

5. On the same date I forwarded to General Littell, with the covering letter (B), the sixteen contracts duly signed by me in your behalf.

6. I have since received from General Littell's office a list of the contractors whose names were inserted in the contracts. A copy of the list is appended, marked C.

Very respectfully,

HERBERT PUTNAM.

N. B. I append also (marked D) a list of the particular sites within each cantonment, stated by Mr. Tilton to have been agreed upon and noted by the Office of Cantonment Construction.

A

## MEMORANDUM OF FORM OF AGREEMENT BETWEEN THE AMERICAN LIBRARY ASSOCIATION, INC.

78 East Washington Street, Chicago.  
(Washington Address, c/o Library of Congress)

and . . . . . You are hereby authorized to proceed with the construction of library for the Army Cantonment at . . . . . as indicated on Drawings 1, 2 and 3, prepared by Edward L. Tilton, Architect. The work is to be done under the direction and subject to the approval of the Constructing Quartermaster for the camp (or such successor as may be appointed by the Commanding Officer of the Cantonment Division U. S. Quartermaster Corps).

We understand that the work will be done under the same general terms and conditions.

## SARATOGA SPRINGS CONFERENCE

as obtained in the contract between you and the United States Government for the performance of the general construction work on the cantonment, with only such modifications as would apply to ownership by the Association, and the necessary changes in interpretation to bring the work under the direct control of the Construction Quartermaster, as above.

The fire insurance on the building will be carried by us. We agree to pay you for the building, the actual cost as certified by the Construction Quartermaster, plus six per cent to cover overhead and profit; full payment to be made by us to you within five (5) days after certified completion of your work by the Construction Quartermaster.

**AMERICAN LIBRARY ASSOCIATION (INC.),**  
By its War Service Committee.

**HERBERT PUTNAM,**  
Agent for this Contract.

October 12, 1917.

**B**

October 12, 1917.

Sir:

The American Library Association, Inc., has permission from the Secretary of War to erect on cantonment sites certain small library buildings as per drawings 1, 2 and 3, prepared by Edward L. Tilton, prints of which are herewith handed you. The Asso-

ciation will pay the contractors direct for this work, but it is desired that the work be done under your Construction Quartermaster, and subject to his inspection and approval. We have, therefore, drawn a short form of order, copy of which is hereto attached, which we should like to give the contractor, putting your Construction Quartermaster in official relation to us in the matter.

We request that, if this procedure meets with your approval, you issue such orders as will enable your Constructing Quartermaster and your auditing officers to allow this work to proceed.

Please note that the contractor looks to us solely in the matter of payment, and no obligation rests with the Government in the matter. For your information, we will state that the Library Association has the funds and authority for payment for these buildings available, as will appear from the copies of letters and resolutions attached.

Very truly yours,

For the AMERICAN LIBRARY ASSOCIATION  
WAR SERVICE COMMITTEE,  
**HERBERT PUTNAM.**

Brigadier-General I. W. Littell,  
in charge of Cantonment  
Construction Division,  
Quartermaster Corps, U. S. A.

**C****NATIONAL ARMY CAMPS WITH NAMES OF CONTRACTORS**

Names	Locations	Contractors
Camp Custer . . . . .	Battle Creek, Mich. . . . .	Porter Brothers.
Camp Devens . . . . .	Ayer, Mass. . . . .	Fred T. Ley & Co.
Camp Dix . . . . .	Wrightstown, N. J. . . . .	Messrs. Irwin & Leighton.
Camp Dodge . . . . .	Des Moines, Ia. . . . .	Charles Weitz & Sons.
Camp Funston . . . . .	Fort Riley, Kans. . . . .	George A. Fuller & Co.
Camp Gordon . . . . .	Atlanta, Ga. . . . .	Arthur Tufts Company.
Camp Grant . . . . .	Rockford, Ill. . . . .	Bates Rogers Construction Co.
Camp Jackson . . . . .	Columbia, S. C. . . . .	Hardaway Construction Co.
Camp Lee . . . . .	Petersburg, Va. . . . .	Rinehardt & Dennis.
Camp Lewis . . . . .	American Lake, Wash. . . . .	Hurley Mason Company.
Camp Meade . . . . .	Admiral, Md. . . . .	Smith, Hauser & McIsaac.
Camp Pike . . . . .	Little Rock, Ark. . . . .	James Stewart & Company.
Camp Sherman . . . . .	Chillicothe, Ohio . . . . .	The A. Bentley Company.
Camp Taylor . . . . .	Louisville, Ky. . . . .	Mason & Hanger.
Camp Travis . . . . .	Fort Sam Houston, Tex. . . . .	Stone & Webster Company.
Camp Upton . . . . .	Yaphank, Long Island, N. Y. . . . .	Thompson Starrett Company.

## D

**LOCATION OF LIBRARIES FOR NATIONAL ARMY CANTONMENTS***Camp Devens, Ayer, Mass.*

Library: Near Postoffice.

*Camp Upton, Yaphank, L. I.*

Library: Section N, near 80th Street.

*Camp Dix, Wrightstown, N. J.*

Library: Near Y. M. C. A. between Infantry and Artillery Brigade.

*Camp Meade, Annapolis Jct., Md.*

Library: Opposite Y. M. C. A. and K. of C.

*Camp Lee, Petersburg, Va.*

Library: On space between 7th and 8th Streets.

*Camp Jackson, Columbia, S. C.*

Library: Near 1st Avenue and Q Street.

*Camp Gordon, Atlanta, Ga.*

Library: Hardee Avenue, opposite Y. M. C. A. Auditorium.

*Camp Pike, Little Rock, Ark.*

Library: North Avenue opposite Y. M. C. A. Brigade Building.

*Camp Sherman, Chillicothe, Ohio.*

Library: Between Cleveland and Cincinnati Avenues, Section F, on Elyria Street.

*Camp Taylor, Louisville, Ky.*

Library: Opposite Y. M. C. A. Auditorium.

*Camp Custer, Battle Creek, Mich.*

Library: Front Section L, Signal Battalion.

*Camp Grant, Rockford, Ill.*

Library: Between 12th and 26th.

*Camp Dodge, Des Moines, Iowa.*

Library: Southeast from Telephone Building, across street.

*Camp Funston, Fort Riley, Kans.*

Library: Opposite Y. M. C. A.

*Camp Travis, San Antonio, Texas.*

Library: Between the end of G. Avenue and 32d Street.

*Camp Lewis, American Lake, Wash.*

Library: West of 1st Brigade.

A. L. A. War Service Headquarters,  
Washington, D. C., October 18, 1917.

To the A. L. A. War Service Committee,  
J. I. Wyer, Jr., Chairman:

This is to notify you that, by a correspondence vote taken pursuant to the Constitution of the Association and by direction of the President, the Executive Board has ratified in full the action taken by your committee

in its votes of October 4, 1917, transferring to Herbert Putnam, Librarian of Congress, certain functions and authority with reference to the supply of reading matter to the military and naval forces of the United States and providing a new system of procedure in connection with the War Service Fund.

Very truly yours,

GEORGE B. UTLEY,

Secretary American Library Association.

Library of Congress,  
Washington.

Office of the Librarian.

New York City, October 16, 1917.

Mr. Chairman:

I accept and will undertake the service requested of me by your committee in its votes of October 4, 1917.

Very truly yours,

HERBERT PUTNAM.

Mr. J. I. Wyer, Jr.,

Chairman A. L. A. Library War Service Committee.

**REPORT OF CHAIRMAN OF WAR FINANCE COMMITTEE**

Mr. Hill, as Chairman of the War Finance Committee, reported that, including the Carnegie Grant of \$320,000, the subscriptions to the fund reported to date total \$1,300,000 of which the sum of \$390,000 appears to have been paid into the Treasurer.

Letter Head of  
**AMERICAN SECURITY AND TRUST COMPANY**  
**TRUST DEPARTMENT.**

Washington, D. C., October 15, 1917.

In re Am. Library Assn. War Service Fd:  
Herbert Putnam, Esq.,

Library of Congress,  
Washington, D. C.

Dear Sir:

With reference to the application of the fund known as the American Library Association War Service Fund, we understand that you are to submit a budget to the War Service Committee, which, when passed upon

and approved by the American Library Association, a sum based thereon will be placed at your disposal for the work itself. We presume that this company as treasurer of the general fund will receive a certified copy of the resolution passed by the American Library Association, which resolution should authorize us to place the sum mentioned to the credit of Library War Service Fund, Herbert Putnam, General Director; and it should be for a lump sum, not for an itemized budget, as the latter would require us to examine the bills and maintain a system of accounting which is already provided for otherwise in your general system.

Yours truly,  
 B. ASHBY LEAVELL,  
 Asst. Trust Officer.

**Public Library, Chillicothe, Ohio, 11 a. m.,  
 November 17, 1917**

Present, being a quorum of the Committee: J. I. Wyer, Jr., F. P. Hill, E. H. Anderson, Electra C. Doren, J. L. Wheeler (as proxy of C. F. D. Belden), also Thomas L. Montgomery, President of the A. L. A., and George B. Utley, Executive Secretary. The minutes of the meeting of October 18, having been distributed in advance to all the members of the Committee, were formally approved.

The following sub-committees were, on motion, discontinued:

State Agencies	Camp Libraries
Local Agencies	Publicity
War Library Manual	Federal Publications
Transportation	Selection of Books

It was further

*Voted*, That the Chairman of the Sub-Committee on Library War Week be informed that under the plan and in accordance with the purpose and understanding of the conduct of the recent campaign for funds no money can properly be appropriated for any purpose other than supplying reading material to the military and naval forces.

*Voted*, Further, that the continuance of the Sub-Committee on Library War Week be referred to the Chairman of the War Service Committee, with power.

The Chairman of the War Finance Com-

mittee presented the accompanying report (Appendix 1) and audit from Marwick, Mitchell, Peat & Company (Appendix 2).

*Voted*: That these documents be received and placed on file.

The Chairman of the American Library Association Finance Committee (A. L. Bailey), by a letter of November 10th (copy hereto attached), (Appendix 3), stated that he had gone over the report of the auditor and that it seemed to him satisfactory in every respect.

On inquiry from the Chairman the Executive Secretary informed the Committee that the bond of W. L. Brown, Disbursing Officer, had been deposited with the Treasurer of the American Library Association, and acknowledgement received.

The General Director, having submitted by correspondence, copy of a communication (October 29th) by him to the American Security and Trust Company requesting that the amount to be placed at his disposal (under the Committee's vote of October 18th) be limited to \$652,220, except as this sum may be enlarged by further payments by the Carnegie Corporation, and he having informed the Chairman of this Committee that the Company recognizes this communication as sufficient to accomplish the purpose, it was

*Voted*, That the above-mentioned communication of October 29th to the American Security and Trust Company be incorporated in the minutes (Appendix 4).

The General Director reported that he had placed no insurance on the buildings during their construction, the rates (\$3 per \$100) seeming excessive; but that he should, in accordance with the opinion of the Sub-Committee on Camp Libraries, in lieu of insurance, create a sinking fund corresponding to the premiums that would be payable on the buildings after construction.

The General Director further reported that, acting under his general authority, he had accepted a gift of \$10,000 for a library building at the Great Lakes Naval Training Station, that the sum had been paid over (to the War Finance Committee) and that he had placed the contract.

Inasmuch as this gift was not foreseen in the budget voted October 18th, and as the sum involved should be made available to the use of the General Director in addition to the sum then voted, it was

*Voted*, That the American Security and Trust Company, as Treasurer, is authorized and requested from the A. L. A. War Service moneys in its hands, to transfer to the credit of the War Service Fund, Herbert Putnam, General Director, the sum of \$10,000, in addition to that authorized by vote of this Committee on October 18th, 1917.

In view of the fact that the American Security and Trust Company requires ratification by the Executive Board of the above vote, and that such votes will continue to require ratification unless the need be anticipated by a vote general in terms, the Committee recommends that the following suggested form of general authorization by the Executive Board be submitted to the Board:

**Suggested Form for General Authorization  
by Executive Board**

"*Voted*, That the American Security and Trust Co., as Treasurer, is authorized and requested from the American Library Association War Service moneys in its hands and other moneys added thereto hereafter, to transfer to the credit of the American Library Association War Service Fund, Herbert Putnam, General Director, in addition to the sums heretofore authorized, such further sums as further votes of the American Library Association War Service Committee, duly notified to it, shall from time to time request so to be transferred."

Proposals to adopt some special procedure by which gifts for special uses could be deposited with the general fund and applied without a specific vote of the Committee, and ratification by a specific vote of the Executive Board, were considered by the Committee, but it was finally

*Voted*, That such proposals be laid on the table, as more time for consideration is desired.

**NOTE.** It was suggested by the General Director that the adoption of such a vote as

that appended to these minutes (Appendix 5) might suffice.

The General Director advised the Committee that the Commission on Training Camp Activities asked to be relieved from its agreement to provide heating and lighting for the Camp Library buildings (the reasons therefor being set forth in a letter from Mr. Lee F. Hanmer to the General Director under date of November 5, 1917).

It was unanimously *Voted*, That the cordial appreciation and thanks of the War Service Committee of the American Library Association be given to the Board of Trustees and Librarian of the Public Library of the District of Columbia for their generous provision of commodious quarters for the conduct of the financial campaign, and for their many additional courtesies.

The Committee at 12.30 p. m. took recess until 5 p. m. The afternoon was spent inspecting the camp library building, Y. M. C. A., K. of C. and other buildings at Camp Sherman.

The Committee reconvened at 5 p. m. at the Chillicothe Public Library.

The Committee considered certain book campaigns proposed and outlined by (1) Grosset and Dunlap, and (2) the Standard Statistics Company, and gave as its recommendation that the Association embrace any opportunity for the procuring of good books when this can be done outside any commercial connection. (Mr. Hill requested to be recorded in the negative.)

**Book Campaign.** The committee discussed at some length the question of an intensive book campaign. Among the opinions informally expressed were the following:

(1) Such a campaign can best be conducted through existing State and local agencies without paid organizers or assistants.

(2) At least one full time paid official with necessary clerical assistance should be engaged in the capacity of a department head for such an enterprise.

(3) Such a campaign should be organized as carefully and completely as was the cam-

paign for money, and it cannot be said that paid workers are unnecessary until a definite policy and procedure has been decided on. We should profit by the experience of the money campaign—avoid its mistakes and adopt its good features. It was at length

*Voted*, That the chairman confer with the General Director regarding an intensive book campaign and report (by correspondence) to the Committee.

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The inability of the Committee to meet incurred expenses except through the fiscal routine provided for in the resolutions of October 4th and 18th was brought to its attention and it was thereupon

*Voted*, That nothing in the resolutions of October 4th and 18th, establishing the fiscal routine now administered by the General Director shall operate to prevent the incurring of obligations by this Committee against funds over and beyond the credits heretofore voted or hereafter to be voted to the General Director for the purposes indicated in the resolutions of October 4th and 18th.

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**Finance Committee Recommendations.** The American Library Association War Finance Committee, meeting at Chillicothe, at an earlier hour on this same date, adopted certain recommendations which it transmitted to the Chairman of the War Service Committee, for such consideration and action as the latter Committee deems proper (copy of these "Recommendations for Consideration by the Finance Committee" hereto appended as Appendix 6).\*

The War Service Committee, considering these recommendations, took action on the various heads as follows:

(1) *Voted*, That the Chairman of the War Finance Committee be authorized to release the Assistant Treasurer from his bond at such time as seems appropriate.

(2) *Voted*, That it is desirable to invest any available sums now on deposit in the American Security and Trust Company in

such manner as will procure the best interest return consistent with safety and easy availability.

(3) *Voted*, That the monthly subscription account (the Dollar-a-Month Fund) be kept separate from the Million Dollar Fund.

(4) *Voted*, That the Carnegie Corporation grant of \$320,000 be counted a part of the fund raised by the American Library Association.

(5) No action taken by the War Service Committee.

(6) No action taken by the War Service Committee.

(7) *Voted*, That the American Library Association be asked to audit the account of the A. L. A. War Finance Committee.

(8) *Voted*, That in accordance with the request of the War Finance Committee, the clerical supervision of the funds be transferred to the American Library Association, not later than January 1, 1918, to be managed through the regular A. L. A. Finance Committee and Special War Service Committee, with power to add such increased clerical assistance as may be necessary.

(9) No action taken by either the War Finance Committee or the War Service Committee.

(10) *Voted*, That the question of the desirability of the location of the headquarters of the American Library Association and of the General Director of the Library War Service in the same city be laid on the table.

(11) No action taken by either Committee.

(12) *Voted*, That the Chairman and the Secretary of the War Finance Committee prepare a history of the financial campaign, and that the expense of printing it be provided from the war fund, preferably from the Dollar-a-Month Pledge Fund.

(13) No action taken by the War Service Committee.

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*Voted*, That the cordial thanks of the War Service Committee, as well as of the War Finance Committee, be extended to the members of the Library War Council for their

\* These form part of Appendix 1.

willing and ever-ready assistance in the recent campaign.

Adjourned.

Attest:

GEO. B. UTLEY,  
Executive Secretary.

NOTE. As to Heating and Lighting of Buildings.

The General Director adds for the information of the Committee that the Commission on Training Camp Activities having expressed definitely its inability to carry out its agreement to furnish heat and light, he took up the matter directly with the War Department. The Department, *i. e.*, the Government itself, will provide both light and heat. [See letter of Quartermaster-General, Nov. 21, appended.] (Appendix 7.)

#### APPENDIX 1

#### REPORT OF THE CHAIRMAN OF THE SUB-COMMITTEE ON FINANCE

The duties of the Finance Committee are practically at an end, the campaign is virtually concluded, and the Committee may congratulate itself upon the successful outcome of the campaign for \$1,000,000 to provide reading matter to soldiers and sailors at home and abroad. The total cash in hand November 14th amounted to \$1,058,208.24, and there are subscriptions due (most of which is in bank at Chicago, Philadelphia, Trenton and other places; and including \$213,000, balance of the Carnegie Corporation appropriation), making a total (in round numbers) of \$1,460,000. This will be increased somewhat, but we ought to be satisfied even if we do not reach a million and a half.

With this report is submitted a statement of receipts and balances due from subscribers. Practically all subscriptions will be paid; in other words we have accomplished the unusual result of collecting all of our pledges.

The total of \$1,460,000 includes \$320,000 contributed by the Carnegie Corporation for the erection of library buildings at the thirty-two cantonments and camps.

To raise this fund the sum of \$50,000 (or

to be exact, \$44,700) was loaned the Committee by librarians and individuals.

This Campaign Fund (\$44,700) has been audited by certified accountants—Messrs. Marwick, Mitchell, Peat & Co., Washington, D. C., and the report is satisfactory to Mr. A. L. Bailey, Chairman A. L. A. Finance Committee. (The Auditors' report and Mr. Bailey's letter of approval are submitted herewith.)

The Chairman also submits a report of expenses thus far incurred in the process of "cleaning-up the returns," and of expenses incurred by local campaign committees. This report should be audited by the A. L. A. Finance Committee.

(A final statement of this Campaign Fund will be made to the A. L. A. Finance Committee when the Association is ready to accept charge of the accounts.)

All of our borrowed capital, \$44,700, has been returned (as shown by the statement from the People's Trust Company) in accordance with promise made, and nine libraries and individuals have turned back a part or all of their original loan to the Library War Fund.

The actual cost of the campaign up to October 31st was \$44,124.15. The War Service Committee then appropriated \$25,000 for the expenses of local campaigns and for cleaning up the campaign. A full statement of these expenses will be submitted to the A. L. A. Finance Committee.

Since the last of June the chairman has given up practically all of his time to this work and without vacation, and his secretary has given all of her time in Washington.

The Committee ought to be willing to relieve us of further detail and turn the work over to the A. L. A.

The wind-up will be a long-drawn out affair and it will be as easy to turn the account over at one time as another. The chairman would like to be relieved of this work and thinks the accounts could be audited and turned over to the Treasurer of the A. L. A., say on the 10th of December.

I have not felt like doing this until authorized by the Committee. The Chairman

## SARATOGA SPRINGS CONFERENCE

holds office by virtue of appointment by the Chairman of the War Service Committee, the other members were appointed by the Chairman of this Committee. There seems to be no reason why the Committee should not discharge itself.

In conclusion the chairman presents certain recommendations for the consideration of the Committee:

(1) Authorize Chairman to release the Assistant Treasurer from his bond when in his judgment it is proper and expedient.

(2) Invest fund now deposited in the American Security and Trust Company at once in short-time securities.

(3) Keep the monthly subscription account separate from the \$1,000,000 fund.

(4) The Carnegie gift of \$320,000 to be counted as part of the \$1,000,000 fund raised by the A. L. A.

(5) Consider plans for the continuance of an assured income during the period of war—

(a) By increasing monthly pledges from non-librarians.

(b) By mite-boxes in all libraries.

(c) Preparation within our own ranks for a financial campaign next year.

(d) Fines and direct appropriations from libraries.

(6) Prepare at once for an intensive campaign for books, even more carefully organized than was the recent campaign for money.

(7) Ask the American Library Association to audit the account of the A. L. A. War Finance Committee.

(8) Clerical supervision of the fund be turned over to the A. L. A. on December 10th, to be managed through the regular Finance Committee and Special War Service Committee.

(9) Employees of the A. L. A. Treasurer's office to take charge of the cleaning-up process and of recording further collections after December 10th.

(10) Desirability of the location of the A. L. A. offices and of the General Director in the same city.

(11) The best library organizers should be sent to the thirty-two camps and to naval stations even if the cost seems large and that

as good service should be rendered to the navy as to the army.

(12) Prepare a history of the campaign; expense of printing to be paid from the fund.

(13) Discharge or dissolution of the Committee.

Respectfully submitted,

FRANK P. HILL,  
Chairman.

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## APPENDIX 2

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[LETTERHEAD]

MARWICK, MITCHELL, PEAT AND COMPANY,  
733 Fifteenth Street, N. W.,  
Washington, D. C.,

November 5, 1917.

Dr. FRANK P. HILL, Chairman,  
American Library Association War Finance  
Committee,  
26 Brevoort Place,  
Brooklyn, New York.

Dear Sir:

In accordance with instructions as contained in your letter of October 31, 1917, we have examined the accounts of D. P. Beardsley, Assistant Treasurer of the American Library Association's War Finance Committee and have found them correct. We have obtained certification of cash balances on hand from the People's Trust Company of Brooklyn, and have checked and cancelled checks against his vouchers and cash book entries. The unexpended balance due from Mr. Beardsley to the War Finance Committee at the close of November 2, 1917, is \$189.58.

We submit herewith nine copies of our report, consisting of:

Statement No. 1 — Summary of Receipts and Disbursements.

Statement No. 2 — Classification of Disbursements.

Statement No. 3 — Checks outstanding on November 2, 1917.

One copy has been forwarded, at his request, to Mr. Arthur L. Bailey, Free Library, Wilmington, Delaware, which we trust meets your approval.

[Signed] Very truly yours,  
MARWICK, MITCHELL, PEAT AND CO.

## [LETTERHEAD]

**MARWICK, MITCHELL, PEAT AND COMPANY,**  
 733 Fifteenth Street, N. W.,  
 Washington, D. C.

November 5, 1917.

**Dr. FRANK P. HILL, Chairman,**  
 American Library Association War Finance  
 Committee,  
 26 Brevoort Place,  
 Brooklyn, New York.

Dear Sir:

In accordance with instructions as contained in your letter of October 31, 1917, we have examined the accounts of the American Library Association's War Finance Committee and have obtained certification of cash

balance on hand from the People's Trust Company of Brooklyn.

We submit herewith nine copies of our report, consisting of:

Statement No. 1 — Summary of Receipts and Disbursements.

Statement No. 2 — Classification of Disbursements.

Statement No. 3 — Checks outstanding on November 2, 1917.

One copy has been forwarded, at his request, to Mr. Arthur L. Bailey, Free Library, Wilmington, Delaware, which we trust meets your approval.

Very truly yours,

**MARWICK, MITCHELL, PEAT AND CO.**

**AMERICAN LIBRARY ASSOCIATION WAR FINANCE COMMITTEE**

**Statement No. 1**

Summary of Receipts and Disbursements from August 10, 1917, to November 2, 1917, inclusive  
 Receipts deposited in the People's Trust Company:

*From Dr. Frank P. Hill*

1917		Disbursements as per Summary Statement attached .....	\$44,124 15
Aug. 10 . . . . .	\$2,000 00	Advances to War Service Com-	
" 15 . . . . .	2,000 00	mittee, unpaid .....	147 86
" 20 . . . . .	4,000 00		
" 27 . . . . .	2,000 00		
" 31 . . . . .	4,000 00		
Sept. 8 . . . . .	4,000 00		
" 14 . . . . .	4,000 00		
" 21 . . . . .	5,000 00		
" 26 . . . . .	5,000 00		
Oct. 5 . . . . .	5,000 00		
" 20 . . . . .	5,000 00		
" 30 . . . . .	2,347 36		
		<hr/>	
	\$44,347 36		

*From Other Sources*

Overpayment of H. N. Sanborn . . . . .	\$0 55		
Overpayment War Fund, Hamilton . . . . .	8 36		
Check from S. M. Bard. . . . .	41 67		
Check from L. E. Stearns. . . . .	63 65		
	<hr/>	114 23	
Checks outstanding as per State- ment attached . . . . .	3,007 63	Balance in bank . . . . .	3,197 21
	<hr/>		
	\$47,469 22		\$47,469 22

## AMERICAN LIBRARY ASSOCIATION WAR FINANCE COMMITTEE

## Statement No. 2

Classification of Disbursements from August 10, 1917, to October 31, 1917, inclusive

Item	Office	Field	Total
Salaries.....	\$9,456 83	\$10,409 16	\$19,865 99
Maintenance, including Conferences.....	634 36	5,089 91	5,724 27
Travel, including Conferences.....	661 33	3,170 87	3,832 20
Telephone and telegraph.....	2,158 04	661 85	2,819 89
Postage and expressage.....	2,166 83	140 83	2,307 66
Printed matter.....	8,090 75	.....	8,090 75
Office supplies and expenses.....	1,180 29	.....	1,180 29
Contingencies.....	13	302 97	303 10
 Total.....	 \$24,348 56	 \$19,775 59	 \$44,124 15

## APPENDIX 3, NOV. 17, 1917

November 10, 1917

Dr. FRANK P. HILL, Chairman,  
 A. L. A. War Finance Committee,  
 Brooklyn, New York.

Dear Sir:

I have examined the report of Marwick, Mitchell, Peat & Co., chartered accountants, which they have made on the receipts and disbursements of the Campaign Fund of the War Finance Committee of the American Library Association, and beg to report that so far as I can judge it seems to me satisfactory in every respect.

Very truly yours,  
 A. L. BAILEY,

Chairman Finance Committee Ameri-  
 can Library Association.

## APPENDIX 4, NOV. 17, 1917

AMERICAN LIBRARY ASSOCIATION

Library War Service

Headquarters

The Library of Congress,  
 Washington, D. C.,

October 29, 1917.

Gentlemen:

In accordance with your request the sum (\$365,020) which you were requested to place to my credit as General Director was a lump sum. In determining it, however, the War Service Committee contemplated that \$320,000 of it would represent the grant by the Carnegie Corporation for library buildings at the cantonments and National Guard

Camps. The balance — \$545,020 — represents what I am free to expend on other accounts. As between me and the Committee, therefore, the sum in your hands that I should control is only \$545,020 plus deposits by the Corporation — all such deposits being on account of the grant.

Of the \$320,000 only \$107,200 has thus far been deposited — the rest awaiting placing of contracts or claims presented under them.

I therefore request that for the present the amount to be placed to my credit as General Director be limited to (\$545,020 plus \$107,200) \$652,220 — except as this amount be increased by further deposits from the Carnegie Corporation.

Very respectfully,  
 HERBERT PUTNAM,  
 General Director.

The American Security and Trust Co.,  
 Washington, D. C.

## APPENDIX 5, NOV. 17, 1917

*Proposed Vote for Gifts for Special Use*  
*Voted*, That in the likelihood of gifts for special uses in connection with Library War Service, which may require prompt action by the General Director, the following procedure be authorized and requested:

1. The offer, or gift, if not made to the General Director, shall be at once communicated to him by the authority receiving it;

2. Moneys paid over in pursuance of it shall be deposited with the Treasurer, with notice that they are "special" in character;

3. That a duplicate of this notice shall be transmitted to the General Director.

4. That each and every sum so notified and deposited shall be placed by the Treasurer to the credit of the War Service Fund, Herbert Putnam, General Director, in addition to any amounts heretofore or hereafter voted as a general credit, and shall thereupon become available for disbursement by him, for the purposes contemplated, in accordance with the procedure established under the general credit.

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#### APPENDIX 7, NOV. 17, 1917

##### WAR DEPARTMENT,

Office of the Quartermaster-General of the Army, Washington,

November 21, 1917.

Mr. HERBERT PUTNAM,  
Librarian of Congress,  
Washington, D. C.

My dear Mr. Putnam:

With reference to your memorandum of November 20th regarding the question of furnishing heat and light for library buildings erected and being erected at cantonments and National Guard camps, it pleases me to advise you that the Secretary of War, under date of November 21, approved recommendation of this office, that inasmuch as the libraries referred to are provided solely for the benefit of enlisted men, the necessary fuel and light be furnished by the Government. The necessary instructions to this effect will be given by this office.

Very respectfully,  
[Signed] HENRY G. SHARPE,  
Quartermaster-General.

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New York Public Library — 10 a. m., December 29, 1917.

The following members present, being a quorum of the Committee: J. I. Wyer, Jr., E. H. Anderson, F. P. Hill, Gratia A. Countryman, C. F. D. Belden and W. H. Brett (named by President Montgomery since last meeting to succeed A. E. Bostwick, resigned); also Herbert Putnam, General Director of the

Library War Service, and G. B. Utley, Executive Secretary.

The minutes of the meeting of November 17, 1917, which had been distributed to all members of the Committee were formally approved.

A communication regarding the functions of the War Service Committee was laid before the Committee by Mr. Hill.

*Voted*, That it be accepted and placed on file.

**Investment of Surplus Funds.** Investment of the surplus funds now on deposit with the American Security and Trust Company being under consideration, and the Library War Council having recommended that these surplus funds be invested in U. S. Treasury Certificates, it was, on motion of Dr. Hill, seconded by Mr. Anderson,

*Voted*, That, subject to the approval of the Executive Board, \$500,000 from the funds deposited with the American Security and Trust Company be invested in 4 per cent U. S. Treasury Certificates at par, with interest, according to the recommendation of the Library War Council.

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The General Director submitted an informal statement on the progress of the library war work.

**Publicity.** The employment of a high-grade publicity man or a publicity bureau was discussed and without taking formal action it was the unanimous feeling of the Committee that a capable publicity man should be employed at headquarters. The General Director emphasized his conviction of the need for expert and prompt publicity and expressed his satisfaction that the Committee favored the employment of adequate service.

**Report by War Finance Committee.** Mr. Hill, Chairman, presented a statement of receipts and expenditures in connection with the Library War Fund to December 29, 1917 (Appendix 1).

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The Committee next considered the ten memoranda at the end of the above report.

1. Recommendation of the Library War

Council as to investment of surplus. Action already taken.

2. On motion of Mr. Anderson, seconded by Mr. Brett, it was

*Voted*, That the War Service Committee recommend to the Executive Board that it arrange for an audit of the accounts of the War Finance Committee, as of December 29, 1917.

3. The Chairman of the War Finance Committee, having recommended that the accounts now in his hands in Brooklyn be left there and that new accounts be opened in Chicago by the Treasurer of the A. L. A., it was

*Voted*, That only such of the records as are immediately necessary to the work in Chicago be forwarded there; the balance being retained for the present in Brooklyn.

4. No action required, it being understood that the Treasurer of the A. L. A. would avail himself of Mr. Fitzpatrick's services in installing the financial records in Chicago.

5. On motion of Mr. Hill, seconded by Mr. Brett, it was

*Voted*, That the campaign account be kept for the present where it is: namely, in the People's Trust Company of Brooklyn.

6. *Voted*, That subscribers to the Monthly Library War Service Fund be given an opportunity to complete their subscriptions for twelve months in one payment, this payment to be made to C. B. Roden, Treasurer, and that henceforth these monthly subscriptions be discontinued.

7. No action taken.

8. On motion of Miss Countryman, seconded by Mr. Brett,

*Voted*, That Mr. Hill and the Chairman of the War Service Committee continue to approve the campaign expense accounts.

9. No action taken. The General Director, being asked for information, said it was clear that Mr. Dudgeon, when director of Camp Libraries, committed the Committee to the payment for certain books to be bought by and for the Y. M. C. A., but that bill, although requested, had not been received.

10. No action taken.

At 1 o'clock recess was taken, the Committee reconvening at 2:30, with the same persons present as in the morning, and in addition Mr. R. R. Bowker, advisory member of the Committee.

**Book Campaign.** The subject of a book campaign, discussed at the Chillicothe meeting on November 17th, was taken under consideration and treated at some length and from various viewpoints and with several proposals made. It was at length, on motion of Mr. Anderson, seconded by Miss Countryman,

*Voted*, That the General Director be asked to undertake an intensive but continuing campaign for books. (Mr. Hill wished to be recorded in the negative.)

On motion of Mr. Anderson, seconded by Mr. Belden, it was

*Voted*, That the American Security and Trust Company, as Treasurer, is authorized and requested from the A. L. A. War Service moneys in its hands, to transfer to the credit of the War Service Fund, Herbert Putnam, General Director, the sum of \$25,000 in addition to that authorized by vote of this Committee on October 18th, 1917, this sum or such portion of it as is necessary to be used in meeting the expenses of a book campaign.

In the course of the discussion relative to a book campaign, Mr. Hill informally presented a memorandum on the subject which is appended to and made a part of these minutes. (Appendix 2.)

**Payment of Bills from the General Fund.** The inability of the Committee to meet incurred expenses except through the fiscal routine provided for on October 4th and 18th was considered at the Chillicothe meeting of November 17th and certain action there taken (see minutes of Chillicothe meeting, p. 40). Supplementing that action it was, on motion of Mr. Anderson,

*Voted*, That the American Security and Trust Company, as Treasurer, is authorized and requested from the A. L. A. War Service moneys in its hands, to transfer to the credit of George B. Utley, Executive Secretary, the sum of \$2,000, to be used to meet general expenses of the Committee not justly chargeable to the fund voted to the credit of the War

Service Fund, Herbert Putnam, General Director; bills covering such expenses to be approved by the Chairman of the Committee, and checks to be drawn and signed by George B. Utley, Executive Secretary.

Adjourned.

Attest:

GEO. B. UTLEY,  
Executive Secretary.

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**APPENDIX 1, Dec. 29, 1917.**

**REPORT OF THE CHAIRMAN OF THE  
A. L. A. WAR FINANCE COMMITTEE  
TO THE WAR SERVICE COMMITTEE,  
DECEMBER 29, 1917.**

Gentlemen:

The Chairman of the A. L. A. War Finance Committee (a sub-committee of the War Service Committee) presents herewith a statement of receipts and expenditures in connection with the Library War Fund.

Cash to the amount of \$1,522,798.06 has been received up to and including Friday, December 28th, and information is at hand to the effect that additional money to the extent of \$144,001.87 is deposited in banks or reported in various cities, as shown in the financial statement; making a total cash receipts of \$1,666,799.93. In addition a statement of the Campaign Fund is also submitted.

The Library War Council by a formal vote recommended that a large portion of the balance be invested in United States Treasury certificates, and the Chairman of the War Finance Committee endorses this recommendation. It will be seen by the accompanying letter from Miss M. M. Bruere, Secretary to Chairman Vanderlip, that these certificates can be supplied by the National City Bank at par and interest. I presume this recommendation should be transmitted to the Executive Board for direct action.

The Chairman was authorized to have the bond of the Assistant Treasurer, Donald P. Beardsley, cancelled. This has not been done, as it was found that the bond was for a year and that no rebate would be allowed if cancelled within the year:

The Treasurer of the A. L. A. spent a couple of hours in Brooklyn December 13th to see about taking over the accounts. It was agreed as there were still many places to report that the transfer should be deferred until December 31st. The Chairman informed the Treasurer that John E. Fitzpatrick, who had been in the Finance Department of the Brooklyn Public Library for a year and who had been bookkeeper for the Finance Committee since the middle of November, was willing to go to Chicago for a few weeks to assist in closing the accounts. The Treasurer was to let him know before the end of the month, but no reply has been received. At the moment therefore everything is in the air. It will be awkward, if not difficult, for a new person to take on this work without instructions.

Money is being received daily, and while the large amounts are nearly all in, still checks will continue to be received for some time to come. It would be of advantage, therefore, for the person who takes up this work on the first of January to have knowledge of the procedure which has been found necessary during the past three months.

The Chairman of the Finance Committee would naturally like to have the accounts audited. This question was discussed with the Treasurer on his recent visit to Brooklyn, and the difficulty of getting a really satisfactory audit without great expense was considered. It is possible that the submission of a detailed report of returns to the State Director or Treasurer for checking and the final publication of the campaign returns by cities is perhaps all the detailed audit necessary. An examination of the books for the record of receipts and expenditures is a simple matter which can be done either by the Treasurer of the A. L. A. or by a regular auditor whom the A. L. A. would select. In any event the account should be formally accepted and the Chairman given a receipt in full.

**REPORT**

Action suggested by the War Service Committee on the following:

1. Recommendation of Library War Council.
2. Will the War Service Committee ask the A. L. A. to audit the account of the Finance Committee or give receipt in full?
3. What shall be done with accounts now in Brooklyn?
4. Any recommendation with regard to Fitzpatrick?
5. Keep campaign account where it is until all bills are paid.
6. Shall we discontinue \$1 monthly subscriptions?
  - (a) Show present form of receipt.
  - (b) If do stop give all chance to pay up for one year.
7. Fake soldiers collecting for Fund in Brooklyn.
8. How shall expense bills be approved after January 1st?
9. Question of paying Y. M. C. A. for books bought.
10. Consider disposition of Fund after War.

Respectfully submitted,  
**FRANK P. HILL,**  
 Chairman.

#### APPENDIX 2, Dec. 29, 1917.

#### BOOK CAMPAIGN

##### Organization:

The Campaign for Books will involve an immense amount of detail work, and it is therefore better separated (as the Financial Campaign has been) from the regular administrative work of the General Director. The work should be under the immediate direction of the War Service Committee (in consultation with the General Director), which would select and appoint a business manager — a man like Mr. Allen of Boston.

Field directors, so called, in the Financial Campaign would not be necessary, but we should carefully consider the peculiar duties required of the man in this position and then whether there are librarians with the ability or the experience needed; the whole to be carried on within the profession, using library commissions, State libraries or individual libraries as State agencies, who would select State and local directors.

**Should Not Depend Entirely upon Volunteer Help.** At least one person should be employed in each of the larger States to give his entire time as an assistant to the State director and to take general charge of the details connected with the work. The business manager should have a separate office force with his headquarters at the Library of Congress.

##### Methods:

Instead of having only thirteen centers, every large city should be made a center.

The direction of shipping should be handled by the business manager, who would act as a dispatcher, shipping with a definite knowledge of best railroad facilities, etc.

Just what it is desired that each library shall do with the material collected should be decided beforehand in consultation with the General Director and definite instructions should be issued concerning every point.

Accept everything in the way of books, magazines, etc., and sell what is not wanted.

The statement of useful and useless material will be necessary to determine the books which should be sent to camp even if it is not needed as a suggestion to donors.

In place of attempting to embody detailed instructions regarding shipping in the general instructions these instructions should be given by the General Manager to the individual centers through the State directors or the paid assistant. The question of shipping is too complicated to be covered by a general circular.

A form of report of quantity and quality of books received and distributed at each center should be planned so that the person in charge of this work can have an accurate knowledge of the resources in the various centers and the disposition made of these books. One weakness of the Financial Campaign was the lack of specific suggestions in regard to the best methods of raising money.

Suggestions for campaign organization and methods should be collected from the centers which were most successful in the Financial Campaign and embodied in the instructions. (See Brown suggestions.)

**Date for an Intensive Campaign:**

The psychological effect of a definite time for undertaking the work should not be overlooked. The campaign once well started and properly pushed will continue by its own momentum.

**Publicity Man:**

A publicity man is needed to prepare

- (a) Circular of information for librarians.
- (b) Placards, pamphlets, etc., for distribution.
- (c) Articles for the newspapers and magazines to arouse interest and to satisfy that interest when it is aroused.

The necessity for keeping up the publicity should be recognized and frequent reports should be secured from camp librarians. Incidents illustrative of the appreciation of the books will inspire others to give.

**Expense:**

It should be remembered that in all probability 3,000,000 volumes will be collected. If only a sixth of these prove useful, they will represent a saving in money of at least \$250,000. We should therefore be amply justified in spending from \$20,000 to \$25,000 to do the work connected with this campaign thoroughly and efficiently.

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**Minute of Correspondence Vote**

Washington, March 1, 1918.

To the War Service Committee:

The Chairman of the War Service Committee, Mr. J. I. Wyer, Jr., advises me under date of February 19th that by correspondence vote the War Service Committee has authorized the transfer of \$50,000 from the budget item for "Books" to that of "Miscellaneous." This vote refers to the initial budget voted to the General Director on October 18, 1917.

Very truly yours,,

GEO. B. UTLEY,  
Executive Secretary.

New York Public Library, 10 a. m.,  
April 4, 1918

The following members were present, being a quorum of the Committee: J. I. Wyer, Jr., E. H. Anderson, F. P. Hill, C. F. D. Belden and W. H. Brett. Thomas L. Montgomery, President of the American Library Association, Herbert Putnam, General Director of the War Library Service, and R. R. Bowker, editor of the *Library Journal*, were also present.

The minutes of the meeting of December 29, 1917, which had been distributed in type-written form to all members of the Committee, were formally approved.

**Audit.** The Chairman submitted copy of report (Appendix 1) from Arthur L. Bailey, Chairman of the A. L. A. Finance Committee, as made to the Executive Board of the Association, showing that in accordance with the recommendation of the War Service Committee of December 29, 1917, his Committee had audited the accounts of the War Finance Committee. This report was accompanied by detailed statements from the Chairman of the War Finance Committee covering receipts and expenditures in the various funds handled by this Committee and which were the subject of the audit.

The Chairman also reported approval by the A. L. A. Executive Board (A. L. A. Bulletin, March, 1918, pp. 10-11) of the action of this Committee of December 29, relating to the investment of \$500,000 in 4% U. S. Treasury certificates and of the transfer to the credit of the Executive Secretary of \$2,000 to be used to meet general expenses of the Committee not justly chargeable to the funds voted to the credit of the General Director.

The attached statement was submitted by the General Director (Appendix 2).

Acting on item 4 of this statement, it was

**Voted,** That the General Director be authorized to make such transfers as he finds necessary from one account to another, within the appropriations which have already been made to him, also to meet out of such appropriations the cost of any additional buildings which may be required and any excess over

the sum set aside for the original buildings, and to report such action to the Chairman of the Committee.

Acting on item C, it was

*Voted*, That any sums realized from the sales of unavailable books, magazines or reading matter, whether gift material or other, shall either be turned over to treasurers of local campaign committees or be accounted for directly to the treasurer of the A. L. A.

**A. L. A. Program.** The Chairman reported conference with the Secretary of the A. L. A. relative to the report of the War Service Committee at the Saratoga meeting and an agreement, subject to approval by this Committee, that the full report of the General Committee with supplementary reports from sub-committees and a statement from the General Director, be printed in advance and distributed at Saratoga and that an oral summary report of not over thirty minutes be made to the Conference by the Chairman, to be accompanied by an oral statement from the General Director. This understanding was ratified by President Montgomery and agreed to by the Committee.

**Visits to Camp Libraries.** The Chairman reported that he had visited sixteen camps and camp libraries March 8 to 29, according to memorandum submitted to each member (\*Appendix 3), and that twenty-one different camps where there are library buildings have already been visited by members of the War Service Committee and five additional camps by the General Director.

Acting on item 8 of this memorandum, it was

*Voted*, That as many of the additional camps as practicable should be visited by the Chairman or some other member of the War Service Committee designated by him between this time and the A. L. A. Conference.

**Use of Enlisted Men.** The Secretary laid before the Committee the following communication:

St. Louis, Mo., March 4, 1918.

George B. Utley, Esq.,  
c/o Library of Congress,  
Washington, D. C.

Dear Mr. Utley:

I have a copy of your circular letter of February 28 to librarians, with regard to camp library service. As I have said before, I feel that there are more than enough competent librarians now in military service to take care of these libraries without drawing on the A. L. A. funds, but we will never get them if we are to rely on regimental commanders or even on the commanding officers of the camps. We must get a Government order from the War Department. We must now be paying out a considerable sum from our fund, even in the case of volunteer workers whose subsistence and traveling expenses have to be covered, and I believe that this could all be saved. I may be wrong, but I will not acknowledge it until the plan has been tried and has failed.

Yours sincerely,

ARTHUR E. BOSTWICK,  
Librarian.

As this letter touches the policy of the War Service Committee in constituting the personnel of its war library service, it was unanimously recorded as the sense of the Committee that any application to the War Department such as this communication would imply, would be quite unwarrantable, as would any request for such continued services of enlisted men as is likely to interfere with their military preparation or duties.

**Overseas Service.** There were laid before the Committee and read in full two detailed reports (January 21 and February 26, 1918) by M. L. Raney on the conditions affecting its Overseas Service in Great Britain and France.

**Second Money Campaign.** Mr. Brett laid before the Committee a telegram asking whether the A. L. A. War Service wished to be represented, and in what amount, on the formal program for the Cleveland war chest

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\* Not printed.

in May, 1918. The Chairman was directed to reply in the affirmative and to suggest amount.

The matter of a second money campaign being thus specifically brought forward and the sense of the Committee having been expressed that it must occur within the present calendar year, it was

*Voted*, That the Chairman appoint a committee of three (of which he shall be one) to consider and formulate plans for a second money campaign and to report them at the next meeting of the War Service Committee. Further, that to this committee be referred with power any matters relating to another money campaign which may be brought to the notice of the War Service Committee. The Chairman thereupon named Dr. Hill chairman and Mr. Belden third member of this committee.

Attest:

J. I. WYER, JR.,

Chairman.

#### APPENDIX 1, April 4, 1918.

February 13, 1918.

To the Executive Board of the American Library Association:

The Finance Committee of the Association having at your request examined the accounts of the Chairman of the War Finance Committee, report as follows:

These accounts relate to two distinct lines of action: (1) the campaign to secure the fund for camp libraries, and (2) the accounts of the fund itself.

As to the first, a partial audit was made as of November 2, 1917, by Messrs. Marwick, Mitchell, Peat & Co., chartered accountants. This the Finance Committee have accepted. This audit did not include certain advances by the Assistant Treasurer to the War Service Committee and certain payments of local campaign expenses which were to be repaid from the war fund. These items form account E.

All of accounts A, B, D and E were verified by the Committee, the receipts checked against the bank statements and all the ex-

penditures determined to have been covered by properly approved vouchers.

As to the fund itself the expenditures have not been authorized or controlled by the War Finance Committee and the vouchers for these expenditures are not in the possession of its chairman. The receipts, however, have passed through his hands and have been recorded in his account C. These receipts the Committee find to have been very carefully credited to the communities contributing. In some cases the State directors have made detailed reports of the total amount contributed from their States, and in all but two of such cases the Committee find that they are in absolute or very close agreement with the record of receipts. In other cases the directors' reports cover only a portion of the contributions from a given State, and in quite a large number there were no State directors or no reports were received from them.

In all cases of the last class and also whenever a considerable proportion of contributions was not covered by the directors' reports the Committee examined the correspondence and reports from the individual towns and find that here also there is very close agreement with the record.

The total amount stated in account C to have been received by the War Finance Committee to and including January 19, 1918, is \$1,573,153.79, which amount was deposited with the American Security and Trust Company of Washington as treasurer of the fund, as shown by their statements up to and including January 23, 1918. Deducting the monthly contributions the deposits amounted to \$1,570,386.44.

The total amount stated in the directors' reports and other correspondence to have been contributed up to January 19, 1918, as nearly as could be ascertained by the Committee, was \$1,574,610.83. Almost the whole of this difference occurred in the reports of two States. After correspondence, it was found that in some cases deductions for local expenses had not been reported and in others unpaid subscriptions had been reported as contributions. Some of these have since been

## SARATOGA SPRINGS CONFERENCE

paid. The few discrepancies remaining are still under investigation, but most of them are almost certainly due to the same causes. They are so small in amount, both absolutely and relatively, that the Committee see no reason for delaying their report, especially as it would appear that the total amount received is slightly greater than the total reported as contributed.

The Committee desire to call attention to and emphasize the great difficulties and complexities of the work of receiving and recording such a multitude of transactions, though it would require a careful examination of the correspondence to realize them fully. They wish, therefore, to express their high appreciation of the thoroughness, faithfulness and accuracy with which the work has been done.

Signed A. L. BAILEY, Chairman,  
H. W. CRAVEE,  
C. W. ANDREWS,

Committee.

#### APPENDIX 2, April 4, 1918.

#### RECOMMENDATION OF GENERAL DIRECTOR FOR MEETING APRIL 4, 1918

A. The monthly statement of the Disbursing Officer for March (submitted herewith) shows the balance to the item of sundry and contingent expenses reduced, as of April 1st, to less than \$10,000, or plus interest on deposits, to about \$12,000. For the needs of the next three months this item will again have to be substantially replenished.

##### B. Buildings.

1. Attached is a statement showing in columns (a) the cost of each Camp Library building to date, (b) the additional cost of its equipment (so far as possibly chargeable to the Carnegie Grant), (c) the total for each, (d) the margin or excess on each as compared with the \$10,000 limit.

In the case of nine buildings there is an excess. The buildings are Devens, Dix, Funston, Grant, Lee, Meade, Pike, Sherman, Upton; and the excess runs from \$355.70 in the case of Pike to nearly \$5,000 in the case of Devens. An addition planned at Lewis may involve a slight excess.

So long as the total expenditure on the building and equipment account will be within the total (\$320,000) of the grant, it is of course possible that the corporation will permit any such excesses to be met out of the grant. In the contingency that it may refuse to do so, however, I ask authority to meet any such excess from the General Fund (item "miscellaneous" of the budget).

2. Construction of a building may prove necessary at Newport News. As it will presumably be outside the scope of the grant, I ask authority to construct it from the General Fund (same item).

3. Small—perhaps portable—buildings may prove necessary at some of the smaller posts; and perhaps a 93-foot building at Yorktown. As action upon them, if determined, may have to be summary, I recommend that the budget be understood to be applicable to the construction of necessary buildings as well as the lease of them.

C. Sales of undesirable books, magazines, newspapers.

These have been in vogue from the outset, but, so far as I know, have never been formally authorized by the Committee. A vote authorizing them seems desirable.

N. B. Prior to my administration receipts from such sales were deemed applicable to petty local expenses or transportation. They are now supposed to be covered into the General Fund. This seems the prudent course.

New York Public Library, 10 a. m.,  
June 8, 1918.

Present: Edwin H. Anderson, Charles Belden, Electra C. Doren, Frank P. Hill, James I. Wyer, Jr., of the Committee (being a quorum), Thomas L. Montgomery, President of the American Library Association, and after 11 o'clock, Herbert Putnam, General Director of the Library War Service.

Voted, That the minutes of the meeting of April 4 be approved without reading as type-written and sent to all members of the Committee.

The Chairman laid before the Committee a report from Mr. Hill of his visit to ten

southern camps and six cities where library service to the troops is or is about to be inaugurated.

**Second Money Campaign.** The following report was presented by the Committee appointed April 4, 1918, to prepare a plan of organization for a second money campaign and to report this to members of the War Service Committee.

#### TENTATIVE ORGANIZATION

**Need for More Funds.** At the time of the first campaign the need for books in our military and naval camps was of necessity largely a matter of conjecture because it had not been definitely demonstrated. The first appeal was therefore a conservative one.

The need for library service, an abundant supply of good, interesting and instructive books and a competent, expert personnel to administer them has now been clearly shown, and the demand from overseas and from home camps and stations has been far beyond the expectation of those closely connected with the work.

The amount subscribed in the first campaign will be exhausted in six months, while opportunities for service and demands from new quarters (and especially from overseas) are daily presented.

The American Library Association must therefore make another appeal for funds.

**The Prospect.** (1) The campaign for funds held in the fall of 1917 and that for books held in the spring of 1918 have educated the general public as to the library needs of our soldiers and sailors, and individual experience and observation in the first year of the war will have done much to impress these facts upon the public mind.

(2) Hundreds of towns and cities took part in the first campaign. Practically all of these will be ready to participate in a new drive, while, in addition, a number of places which for one reason or another did not put on a campaign will be stimulated by the success of the first campaign to take part in the second.

(3) By the time this second campaign is made the War Service of the American Li-

brary Association will have been in operation a full year. It is already possible to collect an impressive exhibit of testimony to the need, value and efficiency of this service from public officials, camp commanders, officers and men. The work itself should be its own best advertisement and appeal.

**Goal.** Three million dollars or more, as the necessities shall appear to the Library War Finance Committee.

**Quota.** Ten cents per capita, computed on latest available population figures, except that in cities of more than 250,000 the quota shall be five cents per capita, or to be determined by the Library War Finance Committee and its Chairman after goal is settled, from the results of other money drives and conditions existing in different States and cities.

**Time of Campaign.** Preferably between November 15 and December 1, 1918, but final decision to rest with the Library War Finance Committee.

**Headquarters.** Washington or New York? Decision to rest with Library War Finance Committee.

**Plan.** The following plan was approved as the present sense of the War Service Committee and by it referred to the Library War Finance Committee with power to alter or revise.

A. To raise \$3,000,000 to intensify and expand the present service; to purchase books for old and new camps, stations, etc.; to replace books worn out by use; to furnish many trained librarians for service in connection with the selection, distribution and use of books; to provide library buildings in France and probable additional buildings in United States.

B. Appointment of Library War Council same as before with the addition of representative men and women from sections of the country not represented in the original Council, possibly making a full membership of 25 or even more.

C. Appointment by the Chairman of the War Service Committee of Chairman of Library War Finance Committee with power to select committee and to manage campaign

as in 1917. It is desirable that this appointment be made at once in order that details of organization be presented at the Saratoga meeting.

#### D. National organization.

1. National campaign manager (a non-librarian in whose hand will be the expert direction of the campaign).

##### a. A Publicity Director.

Under this officer there should be created a formally organized Speakers' Bureau with personnel for each State and indication of men and women available nationally. A speaker's manual should also be prepared and printed.

2. Treasurer of Fund (now American Security and Trust Company, Washington).

##### a. Comptroller or Assistant Treasurer.

3. Ten or fifteen Division Directors (these for the most part to be librarians familiar with the libraries in the several districts) to be assisted by paid publicity men.

"If there is a National Publicity Director, why should he not provide publicity material for the entire country, including copy for newspapers? It seems to me that instead of having Division Directors assisted by paid publicity men, let us have them assisted by paid organization men, one for each district. Perhaps Dr. Hill means the same thing as I do, but there should be men available who are accustomed to organize work in cities and towns for such a drive, and divisional directors need such help, as few librarians have had much experience in raising funds or building up an organization to raise funds."

(Mr. Belden.)

#### E. State Organization.

1. State campaign director, *i. e.*, executive officer of State War Council (usually and preferably a librarian).

Selected by the Division Director and appointed by the Library War Council and Library War Finance Committee.

#### 2. State War Council.

Selected by the Division Directors in conference with the State Campaign Director and consisting of about ten of the leading trustees or prominent people of the State, with proved business ability and experience

in raising money, to confer with division and State directors, plan State campaign, and see that a campaign is started in every city and town of the State.

#### 3. State Treasurer.

Selected by State War Council and appointed by the Library War Council and Finance Committee.

#### F. Local organizations.

1. Local War Council to consist of local library board and a number of prominent men and women of the community which will act as an Advisory Board. The local library board should select the men and women of the community who should be included in this council. What should be the local organization when the library board refuses to approve? Should procedure be as in 3 below? Is it worth trying to put on a campaign where the library board definitely refuses to sponsor it?

2. Local campaign director to be selected by the Local War Council, may be the public librarian (though not one librarian in ten is the best person for local director) but must be a man or woman whose importance in the community and whose knowledge of and sympathy with library work are matters of public acknowledgment. He will be the executive officer of the Local War Council.

3. In places where there are no libraries the local campaign director to be either (a) mayor or man appointed by him, (b) superintendent of schools, (c) president of woman's club.

**Suggested Procedure.** 1. Conference of Division Directors with Chairman of Library War Finance Committee and National Campaign Director, at least two or preferably three months before date set for campaign.

2. Selection of State Campaign Directors and appointment of State War Councils as early as possible.

3. Selection of local Campaign Directors and appointment of Local War Councils.

4. State meetings arranged by the State War Council and State Director in conference with the Division Director. Effort should be made to secure the attendance of as large a number of local directors and representatives

of the local war councils as possible. Good speakers should be provided and plans for local and State campaigns thoroughly discussed.

5. Local War Councils and Local Campaign Director should appoint committees to organize the work along the following lines:

- a. Publicity.
- b. Individual subscriptions of considerable amounts.
- c. Theatres.
- d. Churches.
- e. Fraternal associations.
- f. Art, literary, educational and professional associations.
- g. Schools, colleges, etc.
- h. Mercantile establishments, including department stores and especially the book trade.
- i. Chambers of commerce, boards of trade, rotary clubs, etc.
- j. General public, house to house campaign.

The above groups to select and instruct corps of workers in their fields with representatives, where necessary, in different sections of the city. Where public library has branches in various parts of the city, these should be used as centers for neighborhood work.

6. Meeting of local war councils, campaign directors and committees to follow State meetings.

7. Mass meeting of all workers and committee directors to arouse enthusiasm just before opening of campaign.

**Estimated Cost of Campaign.** \$75,000 for National and local expenses. (Mr. Hill.)

\$150,000. "Money must be spent in order to get money." (Mr. Belden.)

\$120,000. "The last campaign cost 4.3% and that is all such a campaign should cost." (Mr. Wyer.)

**Suggestions for Campaign Workers.** In the last campaign it was apparently taken for granted that *everybody* knew how to solicit money, while, as a matter of fact, librarians as a class are quite unfamiliar with efforts to raise large sums of money by popular subscriptions. There should be a campaign handbook for local workers which should in-

clude suggestions as to methods which have been found effective.

**Immediate Publicity.** Notice should be sent at once to all librarians that a second campaign is to be put on so that the project may be included in any local war chest which is being made up.

**Second Money Campaign.** The Chairman announced the appointment of Mr. Hill as Chairman of a new sub-committee on Library War Finance with power to appoint other members of the Committee. It was thereupon

*Voted*, That the following action of the War Service Committee be recommended to the Executive Board of the American Library Association for its approval.

That the War Service Committee of the American Library Association, through its sub-committee on Library War Finance, be authorized to prepare a plan for a second financial campaign, to solicit funds in the name of the American Library Association for the purpose of providing books and personal library service to soldiers and sailors in this country and abroad and for carrying on such other activities as are manifestly related to library war service. The funds so collected shall be styled "The American Library Association Second War Service Fund."

Assuming favorable action on the foregoing, the War Service Committee passed the following supplementary votes which are likewise submitted for the approval of the Executive Board.

*Voted*, That after approval by the Executive Board of the A. L. A. the American Security and Trust Co., as treasurer, is authorized and requested from the A. L. A. War Service moneys now in its hands to transfer \$75,000 (seventy-five thousand dollars) from the General Fund to a fund to be called "The Campaign Fund," such sum to be an initial appropriation for the purpose of meeting expenses in the second financial campaign.

*Voted*, That this "Campaign Fund" shall be kept separate from the two War Service Funds and shall be expended under the au-

## SARATOGA SPRINGS CONFERENCE

thorization of the Library War Finance Committee.

The War Service Committee notifies the Executive Board at this time that it will later approve and nominate to said Board a depository which shall act as treasurer for the "American Library Association Second War Service Fund."

**Report from General Director.** The General Director reported that to avoid the serious impairment of efficiency incident to the summer climate of Washington he is proposing to transfer the Headquarters for the summer to Albany, N. Y., this on the assumption that accommodations for them may be furnished by the New York State Library.

He further brought to the notice of the Committee the figures in the Report of the

Disbursing Officer for May 31, showing a balance of less than \$90,000 in all funds except the Carnegie Corporation fund for buildings, and requested a grant of \$60,000, the sum estimated as needed to carry the work of his office until July 1st. The Committee thereupon

*Voted*, That the American Security and Trust Co., as Treasurer, is authorized and requested from the A. L. A. War Service moneys in its hands to transfer to the account of the A. L. A. War Service Fund, Herbert Putnam, General Director, the sum of seventy-five thousand dollars (\$75,000) in addition to all similar grants heretofore authorized.

**Grant for General Purposes.** A detailed statement of bills paid from the \$2,000 fund voted by the Committee on December 29, 1917:

<i>General Expenses War Service Committee, December 29, 1917-May 31, 1918</i>		
<b>Auditing accounts of War Finance Committee:</b>		
F. P. Hill, meals for A. L. A. Finance Committee.....	\$23	82
A. L. Bailey, travel account.....	29	37
C. W. Andrews.....	105	31
<b>Transfer of accounts to Treasurer, A. L. A.:</b>		
C. B. Roden, travel account.....	80	43
H. Lovi, travel account.....	85	26
<b>Belated Campaign expenses:</b>		
P. L. Windsor.....	9	50
C. & P. Telephone Co.....	59	20
Underwood Typewriter Co.....	7	00
J. C. Fitzpatrick, compiling tables.....	87	50
W. U. Telegraph Co.....	4	01
Postal Telegraph Co.....	54	
Denver Public Library.....	79	24
E. K. Steele, printing.....	8	00
Evans Penfield Co., printing.....	9	00
<b>Expenses War Service Committee:</b>		
Printing .....	29	30
Travel, members attending meetings.....	244	47
Travel, members visiting camps.....	424	91
Sub-committee on Food Information.....	13	75
		<b>\$1,300 61</b>

showing a balance on hand of \$700, with considerable expenses in prospect incident to the Saratoga meeting, it was

*Voted*, That, after approval by the Executive Board of the American Library Association, the American Security and Trust Company, as treasurer, is authorized and requested from the A. L. A. War Service moneys in its hands, to transfer to the credit of George B. Utley, Executive Secretary, the sum of \$2,000, to be used to meet general

expenses of the Committee not justly chargeable to the fund voted to the credit of the War Service Fund, Herbert Putnam, General Director; bills covering such expenses to be approved by the Chairman of the Committee, and checks to be drawn and signed by George B. Utley, Executive Secretary.

Adjourned.

Attest:

J. I. WYER, JR.

## APPENDIX B

## AMERICAN LIBRARY ASSOCIATION WAR SERVICE COMMITTEE

Total Receipts and Disbursements, Library War Fund, August 17, 1917—May 31, 1918

RECEIPTS	
Cash subscriptions .....	\$1,739,801 37
Liberty Bonds received as contributions .....	300 00
Gift for library building at Great Lakes .....	10,000 00
Interest on balances of General Committee to January 1, 1918 .....	1,614 62
Refunded of \$70,000 transfer to Peoples Trust Co. (campaign expenses) .....	3,944 42
Checks once credited, returned for endorsement and later re-deposited .....	1,146 50
Total deposits in American Security and Trust Co. as shown by its statements and by audit of Marwick, Mitchell, Peat & Co. under date of June 11, 1918 (copy filed with Chairman) .....	<b>\$1,756,806 91</b>
DISBURSEMENTS	
Transfers to account Herbert Putnam, General Director .....	\$900,020 00
Transfers to Peoples Trust Co., Brooklyn (campaign expenses) .....	70,000 00
Transfers to G. B. Utley, Executive Secretary (expenses of General Committee	2,000 00
Bills paid by Committee before General Director took over the work .....	2,036 08
Assets	
\$500,000 4 per cent. U. S. Treasury certificates at par, and accrued interest to 4 January, 1918 (due 25 June, 1918) .....	500,109 59
Bonds of the second Liberty Loan to par value of .....	300 00
Cash balance in American Security and Trust Co. 31 May, 1918 .....	282,341 24
	<b>\$1,756,806 91</b>

## AMERICAN LIBRARY ASSOCIATION WAR SERVICE COMMITTEE

Receipts and Expenditures by the General Director

RECEIPTS	
Voted by Committee:	
General purposes .....	\$545,020 00
Carnegie Corporation Grant (buildings) .....	320,000 00
Gift for building, Great Lakes .....	10,000 00
Book campaign .....	25,000 00
Interest on current account .....	2,429 27
	<b>\$902,449 27</b>
PAYMENTS (October 4, 1917—May 31, 1918)	
37 buildings (on account) .....	\$287,713 54
Service .....	85,201 49
Books (including freight and book campaign expenses) .....	243,277 57
Equipment (including automobiles) .....	41,394 37
Miscellaneous (including travel, maintenance, supplies) .....	64,949 73
Advances to camp librarians and overseas work .....	33,500 00
Balance May 31, 1918 .....	146,412 57
	<b>\$902,449 27</b>

Payments have averaged about \$94,500 per month. The above is a summary statement compiled to serve the Committee. A detailed financial statement of the General Director's expenditures appears in his report.

## APPENDIX C

### PUBLICATIONS

The principal publications of general interest issued during the year, in addition to the three pamphlets forming this report, are:

Koch, T. W. War Service of the American Library Association. 37 p. 1918.

A popular, illustrated account of Camp Library Service. Distributed from Headquarters.

War Library Bulletin. Vol. 1, Nos. 1-7. Aug., 1917-July, 1918.

Information Circular. No. 1-date. Nov. 20, 1917-date.

Mimeographed information for Camp Librarians and members of the Committee.

Press Bulletin. Feb. 2, 1918, and weekly thereafter.

Publicity medium for the Library War Service.

In Allen and Fosdick, Keeping our Fighters Fit, 1918, there is a chapter describing the A. L. A. War Service.

Brief Articles on Camp libraries, What the soldier reads and the work of the A. L. A. occur in Dial, 31 Jan. and 23 May, 1918; Literary Digest, 21 July, 11 Aug., 18 Aug., 10 Nov., 1917, and 6 April, 1918; Nation, 25 Oct., 1917, and 21 Mar., 1918; Outlook, 3 April, 1918; Nation, 25 Oct., 1917, and 21 Mar., 1918; Southern Workman, June, 1918; World's Work, April, 1918.